



GRWDB Executive Committee Meeting
Wednesday, August 30, 2023 – 9:00 AM – 10:00 AM
Virginia Career Works – Roanoke Center
3601 Thirlane Road NW, Suite 2, Roanoke, VA 24019

- I. Welcome**

- II. Public Comment**

- III. Consent Agenda**

 - May 11, 2023 Meeting Minutes
- IV. Old Business**

 - Workforce Reorganization Update
 - Grant Updates
 - Lease Updates
- V. Director's Report**

 - Regional Workforce Efforts
 - Financial Manual Updates
 - Employee Handbook Updates
 - Franklin Center Operational Review
- VI. New Business**

 - Website Request for Proposals
 - Preliminary Audit Results
- VII. Other Business**

- VIII. Adjournment**



**Greater Roanoke Workforce Development Board
Executive Committee Meeting**

Thursday, May 11, 2023 – 10:00 AM – 11:00 AM
Virginia Career Works – Roanoke Center
3601 Thirlane Road NW, Suite 2
Roanoke, VA 24019

Members	Present
Casey Nicely	X
Karen Michalski-Karney	X
Michael Gardner	X
Abby Hamilton	
Richard Mansell	X
Mayor Tom Sibold, Jr.	X
Martha Hooker	X

Staff	Present
Morgan Romeo	X
Leah Gibson	X

Welcome and Introductions

Casey Nicely called the meeting to order at 10:02 AM.

Public Comment

No guests presented public comment.

Consent Agenda

Casey Nicely directed everyone to the Consent Agenda. There was no comment regarding the Consent Agenda.

Executive Committee Action: A motion was made by Martha Hooker to approve the Consent Agenda as presented. Karen Michalski-Karney seconded the motion. The motion was carried.

Old Business

One Stop Operator Contract Extension

Leah shared that the Program Oversight Committee met and reviewed the current One Stop Operator contract and the performance. There are no concerns or issues with the current provider and their performance thus far. The Program Oversight Committee voted to recommend that the current contract be extended for 1 year.

Executive Committee Action: A motion was made by Mayor Sibold to accept the recommendation from the Program Oversight Committee to extend the current One Stop Operator contract for 1 year. Martha Hooker seconded the motion. The motion was carried.

Director's Report

Grant Opportunities

Morgan shared that Board staff had previously shared that they were applying for a large grant from the Department of Labor to expand the number of Nursing educators in the region. This grant is still pending decisions, although a few other boards in Virginia did already receive notices of denial, so our application is still in the running as of the date of this meeting. The application was for \$6 million in partnership with the medical systems in the region.

Morgan also shared that the Governor's office had released 5 different state grants. These grants are being funded by WIOA Title I Carry Forward funds that are held by that office. We have submitted applications for 4 of those 5 opportunities, in partnership with community agencies and businesses in our region. Morgan will review in detail at the Board meeting next month, and hopefully we will have heard back decisions by then.

Virginia Workforce Reorganization

Morgan shared that the reorganization legislation passed the House and Senate and was signed into law in March. The plans are for the new Workforce Agency at the state level to exist as of 7/1/2023 but will not be functional until after 7/1/2024. This indicates that for about 1 year, we will fall under the Virginia Employment Commission structurally at the state level, but we have no real tangible guidance on what this will look like, and no transition plan has been released yet. The VEC just laid off about 150 employees across the state, impacting about 5 locally. This will impact our Center leases across the state.

Local One Stop Centers

Morgan also shared that we are the leaseholder of the Roanoke Center, and with the staffing changes coming from the VEC, that will impact shared costs at that facility, which means that we are considering what the options may be to acclimate to that impact. Our lease does have a lease to protect us based on changes in availability of government funding, which has been reviewed by our attorney. We are required to give 90 days' notice to change any terms of our lease. Martha asked if we moved out of the Thirlane Center, where we would go. Morgan noted that we may need to explore different options, such as being spread out in places where our clients may be already visiting. Morgan has already spoken with Bob Cowell & Roanoke City about any potential opportunities with them as well, since they are our grant recipient. Richard Mansell asked what our current rent is, to which Morgan answered about \$250,000 per year. Martha inquired how feasible it would be to co-locate with partner agencies, to which the group responded maybe if we explored 1 or 2 folks co-locating in other agency offices, that would be viable. Morgan did share that the federal law does require that we have at least one physical brick & mortar American Job Center, so we will have at least 1 comprehensive location. Mayor Sibold shared that they are supportive of the concept and changes because we need to help individuals get jobs & training, and we may need to be creative to do that. Casey asked if we could ask Poe & Cronk to help us find new locations, to which Morgan said we definitely could. Richard Mansell noted that we do need to have a physical location in Roanoke, even if it's smaller. Casey volunteered to be on a Lease Task Force for the Board. Richard volunteered to be on the Covington Center Task Force as well.

FY2024 Budget Discussion

Morgan shared that Virginia took about an 8% budget reduction with the allocations from the Dept of Labor for FY2024. We will start looking at diversifying our funding even more to try to mitigate the impact of this locally.

Performance Reviews

Morgan shared that we would start doing annual reviews for staff. Morgan requested that she have a meeting for her review and will try to schedule something for early June to do that virtually. She also shared that Elizabeth Manns moved into the Virginia Career Works position vacated by Michelle Brennan and Toni McLawhorn then moved into the Business Development Manager position vacated by Elizabeth. The One Stop Manager position vacated by Toni will be posted for hiring soon.

New Business

WIOA Title I Adult & Dislocated Worker Waiver Request

Morgan shared that we need to submit this request to the state to continue this service for the next year. The paperwork is being prepared and the data is being gathered for that request. Board staff are requesting that the Board move forward with this waiver request.

Executive Committee Action: A motion was made by Karen to submit the Waiver request to the state for provision of WIOA Title I Adult & Dislocated Worker program services. Richard Mansell seconded the motion. The motion was carried.

Other Business

The next Board meeting will be held June 22, 2023, with the location TBD.

Adjournment

Casey Nicely adjourned the meeting at 10:49am.



Greater Roanoke Workforce Development Board

Financial Operations Manual

August 30, 2023

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Introduction

Purpose of Manual

The Greater Roanoke Workforce Development Board (GRWDB) Financial Operations Manual is the official document of the GRWDB for the conduct of business, accounting, and administration for grants. The purpose of the Financial Operations Manual is to provide detailed information on the financial and operational management of the GRWDB. This manual constitutes all current fiscal policies and standards developed by the GRWDB through the time of issuance.

Policy of Administration

The members of the GRWDB, in conjunction with the Chief Local Elected Officials (CLEO) Consortium for policy relevant to funding received through the Workforce Innovation and Opportunity Act (WIOA) Title I legislation, are responsible for making policy for the GRWDB. The Executive Director of the GRWDB, is responsible for implementing policies set by the members of the GRWDB and for maintaining proper operational control, in a way that minimizes risk to the organization. The Executive Director shall have signatory authority for the GRWDB, as well as the Chair of the GRWDB and the Senior Operations Director, in case of the Executive Director's absence.

Tax and Business Operations

Ethics

The GRWDB's Officers, employees, Board members and/or agents may not solicit or accept gratuities, favors, or anything of monetary value from any present or potential third-party contractor or sub-recipient or agent. The GRWDB's Officers, employees, Board members and/or agents may not use their positions in a manner that creates a real or apparent personal or organizational conflict or interest or personal gain. Each GRWDB Officer, employee, Board member, and/or agent must adhere to the GRWDB's Conflict of Interest policy and complete all required forms, if applicable.

Disadvantaged Business Enterprises

It is the policy of the GRWDB that Disadvantaged Business Enterprises (DBEs) as defined in 49 CFR Part 26, shall have equal opportunity to participate in the performance of contracts financed in whole or in part with Federal funds. (www.dmbv.virginia.gov) The GRWDB shall take all necessary and reasonable steps in accordance with 49 CFR Part 26, as amended, to ensure DBEs have equal opportunity to compete for and perform contracts. The GRWDB shall not discriminate on the basis of race, color, religion, gender, national origin, age, disability, political affiliation or belief, or citizenship, as well as any other classes protected by federal law in the award and performance of contracts.

Tax Exempt Status Determination

The GRWDB was formed on October 22, 2002 and obtained tax exempt status from the Internal Revenue Service on October 25, 2005. The GRWDB is classified as a 501(c)(3) Public Charity 509(a)(2). Contributions made to GRWDB for exclusively public purposes are deductible by

donors as provided in Section 170 of the Code. The GRWDB is required to file federal tax Form 990 annually. GRWDB is exempt from Federal Unemployment Tax.

State Sales Tax

The GRWDB is exempt from paying most sales tax to the Commonwealth of Virginia.

Property Tax

The GRWDB is exempt from paying property tax to the City of Roanoke.

Federal Identification Number

The federal identification number of the GRWDB is 65-1163605.

Dun & Bradstreet Universal Numbering System (DUNS)

As required by the Office of Budget and Management for all applicants of Federal funds, the GRWDB's DUNS number is 144898207.

WIOA Title I Grant Recipient and Fiscal Agent

The GRWDB, as the Local Workforce Development Board designated for the Roanoke Valley and Alleghany Highlands, is responsible for administering federal funds provided by the U.S. Department of Labor – Employment and Training Administration (DOLETA) through the WIOA Title I legislation. WIOA Title I funds are allocated by the Virginia Community College System (VCCS) to the City of Roanoke who serves as Grant Recipient for WIOA Title I funds in Local Workforce Development Area III of the Commonwealth of Virginia. The CLEO Consortium has designated the GRWDB to serve as the fiscal agent for the region's WIOA Title I funding.

While the GRWDB will continue to manage funds from WIOA Title I, the GRWDB also has the ability to apply for and receive additional discretionary federal, state, and/or local funds. Unless otherwise specified, the GRWDB will have sole authority for policy making, approval of budgets, and overall administration of any discretionary funding sources. However, the CLEO Consortium will be kept apprised of these funding sources and will approve the overall budget of the organization, as it relates directly to the administration of WIOA Title I funds.

Attorney

David Tenzer
Glenn Feldmann Goodlatte & Darby
37 Campbell Ave., SW
Roanoke, VA 24011
540-224-8000

Auditing Firm on Contract

Robinson Farmer & Cox
108 South Park Drive
Blacksburg, VA 24060
540-552-7322

Contracts

Executive Limits

The members of the GRWDB, shall establish and maintain annual goals and objectives for the LWDA that will be updated and reviewed on a regular basis. Goals and objectives that are related to the administration and implementation of the WIOA Title I programs will be established and reviewed by the GRWDB in conjunction with the CLEO Consortium. It is the responsibility of the Executive Director to achieve the goals and objectives established by the members of the GRWDB and CLEO Consortium. The Executive Director is expected to use whatever methods that will best achieve the agreed upon goals and objectives using the adopted strategies and tasks as outlined in strategic plans, the Local Plan, and/or grant performance requirements. When implementing activities in order to reach the goals and objectives, the following applies:

1. The Executive Director may neither cause nor allow any organizational practice that is illegal, financially imprudent, unethical or inconsistent with the guiding principles of the GRWDB.
2. The Executive Director may neither cause nor permit any practices which result in the unrestricted net assets balance falling below \$10,000, excluding funds being used to cover reimbursable costs, without the GRWDB Chair and/or CLEO Consortium Chair approval.
3. The Executive Director may neither cause nor permit the GRWDB to incur debt without gaining GRWDB Chair and/or the CLEO Consortium Chair approval.
4. The Executive Director may neither cause nor permit practices which result in the failure to normally reimburse vendors within thirty days of receipt of accurate or timely invoices.
5. The Executive Director may neither cause nor allow annual operating plans to be created with are inconsistent with financial resources or which reflect a deficit.
6. The Executive Director may neither cause nor allow policies which provide advantages to staff or members of the GRWDB at the expense of future staff or members of the GRWDB.

Grants

Only the Executive Director, or in his/her absence, the Senior Operations Director or the Chair of the GRWDB, shall have the authority to enter into grant agreements or contracts on behalf of the GRWDB. Current year grant documents shall be kept in the GRWDB offices with copies provided to the designated fiscal agent. Copies of documents related to the administration of WIOA Title I funds will be made available to the Grant Recipient as needed/requested.

Expenses related to GRWDB's grant agreements shall be monitored on at least a monthly basis. At the end of each month, after final monthly financials have been produced, a budget versus actual report is run for each funding stream. These reports are reviewed by the Executive Director, the Senior Operations Director and other responsible staff for reasonableness and for indications that actual expenses may or may not be in agreement with approved budgeted amounts. Bank reconciliation reports are produced by the Finance Director and reviewed and approved by the Executive Director as well as the Treasurer of the GRWDB.

Monitoring of financial expenditures on a monthly basis helps ensure that expenses which should not be charged to the grant are not incurred. This monitoring also ensures that if necessary, budget modification requests can be made in a timely manner.

Grant Reporting

Grant records will include the following:

1. Proposal and/or scope of work for funding;
2. Award documentation, with any revisions and/or amendments, including the source of funds (i.e. federal, state, local, other, etc.)
3. Finalized and/or amended contracts;
4. For federal funds, CFDA title and number, federal award ID number and year, name of federal agency and name of pass-through entity;
5. Grantor performance reports and general ledger reports;
6. When required and/or requested, matching and income and interest with source documentation;
7. Grant budgets, which are established in Quickbooks;
8. Budget versus actual expenditure reports ;
9. Regular obligation reports, if applicable;
10. Budget transfers and/or amendments between budget line items;
11. Approvals of carry-forward funding from fiscal year to fiscal year, if applicable..

Property and Equipment Leases and Equipment Purchases

Leases for real property may be entered into by the Executive Director with the permission of the members of the GRWDB and CLEO Consortium. The Executive Director may enter into leases for equipment that are below five thousand dollars (\$5,000.00). Any equipment lease commitment over five thousand dollars (\$5,000.00) must be approved by the members of the GRWDB. If the equipment lease includes the obligation and expenditure of WIOA Title I funds, the lease must be approved by the GRWDB and the CLEO Consortium. Any purchase of equipment over five thousand dollars (\$5,000.00), that will be paid for with WIOA Title I funds, must also be approved by VCCS with prior written approval.

Consultants

The Executive Director may hire consultants, as may be necessary, to accomplish the goals of the GRWDB. Such arrangements will be allowed if budgeted or if approved by the GRWDB. If WIOA Title I funds will be used to support the hiring of the consultant or involves the operations of programs and/or facilities with WIOA Title I funding, approval must be received from members of the GRDWDB and the CLEO Consortium.

Subawards

The GRWDB, may choose to award federal or discretionary funding to vendors, contractors, and/or subrecipients to operate WIOA Title I and other discretionary programs. In order to meet federal requirements for subawards and subrecipients, the GRWDB will adhere to 2 CFR 200.331 regarding requirements for pass-through entities, 2 CFR 200.207 regarding specific conditions for subawards and subrecipients, and 2 CFR 200.338 regarding monitoring and non-compliance. Where subawards do not pertain to the WIOA Title I program are to be awarded,

the GRWDB does not need prior approval of the CLEO Consortium but will provide updates to the CLEO Consortium on a quarterly basis.

The GRWDB will include the following information on any awards provided to entities, also known as subrecipients:

1. Federal award identification;
2. Subrecipient name (must match registered name in DUNS);
3. Subrecipient DUNS number;
4. Federal award date;
5. Subaward period of performance;
6. Total amount of federal award obligated to subrecipient;
7. Budget for subrecipient;
8. Federal award for project description;
9. Name of federal awarding, pass-through entity and contact information of awarding official;
10. Catalog of Federal Domestic Assistance (CFDA) number and name;
11. All requirements imposed by the organization on the subrecipient so that the federal award is used in accordance with federal statutes, regulations and terms and conditions of federal award;
12. Any additional requirements imposed on subrecipient should be the same and include required financial or performance reports;
13. A federal approved Indirect Cost rate to be used by subrecipient, if applicable;
14. A requirement the subrecipient permit the organization and its auditors to have access to the subrecipient's records and financial statements as necessary for the organization to meet the requirements of 2 CFR 299; and
15. Appropriate terms and conditions concerning closeout of the subaward.

Monitoring

The GRWDB is responsible for oversight of the operations of Federal award supported activities, as well as all operations related to any additional state, local, or philanthropic funding received. The GRWDB will monitor financial and programmatic activities of all subrecipients awarded funds through federal, state, and local sources. Monitoring may include on-site visits, receipt and analysis of financial and performance reports, review of any contractors and/or vendor agreements, receipt and review of eligibility and/or individuals participant documentation, and any other pertinent information required to ensure compliance. Certain monitoring activities may be conducted by a third-party consultant, under contract with the GRWDB.

If the GRWDB finds that a subrecipient is not in compliance with grant performance, fiscal, or operational requirements, following 2 CFR 200.338, the GRWDB will implement applicable remedies for noncompliance. This could include, but is not limited to, disallowed costs, withholding of reimbursement/cash payments, and/or termination of the award. All monitoring results related to the operation and administration of WIOA Title I activities will be reported directly to the CLEO Consortium.

Insurances

Policy of Review

The Executive Director shall annually review all of the GRWDB's insurance policies. Changes shall be approved by the Executive Director.

Insurance Policy Records

Records of the current policy(ies) shall be kept in the offices of the GRWDB. Records of previous policies shall be kept for at least seven years from the date of expiration in the archives of the GRWDB.

Professional Liability Coverage

The GRWDB shall obtain Nonprofit Directors and Officers and Employment Practice liability coverage to protect staff, GRWDB members or anyone else who is working at the direction of the GRWDB who become legally obligated to pay damages from an occurrence at \$1,000,000 per occurrence limit with no deductible. Straus, Itzkowitz, & LeCompte provides the GRWDB with its Professional Liability Insurance and Employment Practice Liability Insurance; the policy number is NDO1056079H.

Business Liability Coverage

The GRWDB's insurance carrier, for business liability coverage is The Hartford. This policy includes personal property, data breach, hired/non-owned auto, and many other stretch coverages pertaining to business liability; the policy number is 14SBARG1061. This coverage also pertains to the business liability coverage for the Virginia Career Works – Roanoke Center located at 3601 Thirlane Road NW, Suite 2, Roanoke, VA 24019.

Worker Compensation Insurance

Worker Compensation Insurance is maintained for GRWDB employees through a policy with The Hartford. Fees for this policy are processed by ADP biweekly according to the payroll schedule. If workers compensation payments are made in any instance, the Finance Director will have the responsibility of calling all injured employees weekly and reporting the employee's medical progress and expected date of return to the Executive Director of the GRWDB.

The Executive Director will have the responsibility of implementing and directing safety-related activities in order to reduce the overall frequency and severity of insurance claims. This will include maintaining an up-to-date Disaster Recovery Plan.

ACCOUNTING STANDARDS

Policy of Separation of Duties

The GRWDB will follow generally accepted accounting principles. It is the intention of the GRWDB to provide appropriate checks and balances toward the most acceptable way of handling assets of the GRWDB. Assets shall be handled as described in the Assets section of this document.

The Executive Director, working with the Finance Director, shall prepare the annual budget and budget revisions, as needed, and present to the Finance Committee for comments. After all

suggestions and changes have been incorporated, the Finance Committee will recommend action to the GRWDB. This action will also be taken to the CLEO Consortium for approval. The annual budget and any changes to the budget must be approved by the GRWDB and CLEO Consortium.

After a budget has been approved by the GRWDB and the CLEO Consortium, reclassifications of budgeted expense amounts of less than 10% within a single funding stream may be made with approval from the Executive Director.

The Finance Director in coordination with the Senior Operations Director and Executive Director will be responsible for the day-to-day management of all financial matters including cash receipts and disbursements, grant and financial reporting, and the computerized financial system.

The Finance Committee will meet at least quarterly and the Executive Director shall be responsible for scheduling meetings including planning the agendas. The Finance Director will be responsible for supplying relevant information to include in meeting materials. The Finance Committee will approve minutes for all meetings. Records will be kept in the GRWDB offices.

The Treasurer of the GRWDB shall examine the reports prior to the Finance Committee meetings. These include budget vs. actual reports, annual budget and budget modifications, and other related financial reports. All reports will be recommended for approval to the GRWDB and the CLEO Consortium.

Fiscal Year

The fiscal year of the GRWDB shall be July 1 through June 30.

Chart of Accounts

The Finance Director shall maintain a chart of accounts, which is a listing of account numbers for budgetary cash receipts and cash disbursements, that relates to the operations of the GRWDB. An account number will be assigned to each line item in the general operation budget. The Executive Director will work with the Finance Director to ensure the chart of accounts aligns with reporting requirements.

Allocation of Expenses

All direct expenses will be charged to programs and grants as directed by agreements or contracts and will be in compliance with GRWDB policy, state law/code, and Uniform Guidance 2 CFR 200 concerning federal awards. Indirect costs are costs benefitting more than one cost objective and not readily assignable to cost objective in a manner that provides for equitable distribution. Indirect costs shall be allocated to programs based on percentage of time worked to programs or other applicable methods per Uniform Grant Guidance or other grant specific allocation methods. Indirect cost allocations will be reviewed and may be adjusted on a monthly basis. The Executive Director and the Finance Director, working with the Executive Committee, shall establish the Annual Leave rate, Fringe Benefit rate, and Indirect Cost Rate which shall be based on direct salary charges and shall be revised as needed. An indirect cost rate will only be charged to a grant to the extent that it was specifically approved through the grant budget/agreement.

Annual Audit

The GRWDB members shall contract with an independent auditing firm to perform an annual Uniform Guidance audit. Because the GRWDB receives more than \$750,000 in Federal Awards, the GRWDB is required to perform a single audit under 2 CFR Part 200. The auditor is required to follow the most current revision.

The auditing contract shall be competitively procured and may be awarded for one year with the option to extend the contract two additional years. The audit contract must be put out for bid at least once every three years using a Request for Proposals (RFP) approved by both the GRWDB and the CLEO Consortium. Audit proposals must be reviewed by the Finance Committee who then recommends negotiation for contract with the chosen firm to the full GRWDB and CLEO Consortium.

The contracted auditing firm shall be kept informed of all financial issues that may have an effect on the upcoming audit. The auditor will attend a meeting of the Finance Committee once the audit has been completed to present the completed audit report. The Treasurer will present the full audit results to the Board on an annual basis.

STANDARD OPERATING PROCEDURES

Assets

Bank Accounts

Only the members of the GRWDB may approve the opening or changing of GRWDB bank accounts through a resolution. The GRWDB shall maintain one checking account, currently at American National Bank and Trust, and one interest earning account, currently at American National Bank and Trust. A Line of Credit may also be maintained by the GRWDB. Signatures on the bank accounts will be those of the Chair, the Executive Director, and the Senior Operations Director.

Checks require one signature from the above list. Bank statements are compiled by the Finance Director for review and reconciliation. Monthly bank reconciliations and statements will be approved by the Executive Director and Treasurer. Unsigned, signed and blank checks shall be kept locked in the GRWDB offices until distribution. Blank checks shall be used in numerical order.

Investments

The GRWDB does not have investments but, if the GRWDB did have investments, only members of the GRWDB may approve investments of the GRWDB's excess cash. The GRWDB shall invest excess cash on hand in secure accounts. The GRWDB does, from time to time, have cash on hand that is not used for current operations and the Executive Director may transfer cash from the GRWDB operating account to the interest account as needed.

Procurement

It is the policy of the GRWDB to procure those items that are required to perform its mission. The GRWDB shall maintain a procurement manual that will be reviewed on an annual basis for needed revisions. The procurement manual will meet or exceed the Virginia Public Procurement Guidelines. The Procurement Manual, for purposes of WIOA Title I funds, will be based off of

the City of Roanoke's Procurement Manual, as the Grant Recipient for WIOA Title I funds for the region. A copy of City of Roanoke Procurement Manual is located on the city's website (www.roanokeva.gov). Procurement will be made with complete impartiality based strictly on the merits of supplier and applicable related considerations such as delivery, quantity, etc. All purchases should be made in the best interest of the GRWDB. Quality supplies and services should be obtained that will be delivered in a timely manner.

The Executive Director shall have the authority to approve purchases that are within the framework of the annual budget. Prior approval, from the Executive Director, is necessary before an employee may make purchases.

The GRWDB must approve expenditures outside of the annual budget.

Purchase Orders

Purchase Orders must be completed for purchases needing to be made that are not otherwise purchased via contract or training. All Purchase Orders are to be signed by the staff member requesting the purchase and approved by either the Executive Director, Senior Operations Director, or the Special Projects Director prior to purchasing. Contracts for purchases must be approved by the Executive Director prior to purchases being made. Approved Purchase Orders are given to the Finance Director who will match the Purchase Order with the invoice when received and recorded in the general ledger. Approved contracts for purchases will be given to the Finance Director for filing.

Debt

The Chair of the GRWDB and the Executive Director may enter into loan arrangements on behalf of the GRWDB. Any changes in debt financing must be approved by members of the GRWDB.

Credit Cards

The GRWDB has one credit card account with multiple cards. The Executive Director and Senior Operations Director will each have a credit card that can be used by any staff for any purchase that has prior approval. The Program Manager of the WIOA Title I programs will also have a credit card with a maximum of \$1,000 spending limit for purchases for WIOA Title I participants only. Each credit card will remain in the possession and be the responsibility of the employee in which it is assigned. All purchases must have the appropriate documentation to file with the monthly credit card statement prior to payment being made. The Senior Operations Director is responsible for compiling the documentation and submitting the monthly statement and documentation, as well as a payment voucher to the Executive Director for approval. All credit card statements will be reviewed by the Treasurer of the GRWDB on a monthly basis.

This agency credit cards may only be used for pre-approved GRWDB-related services and supplies. Employees will be responsible for the payment of unapproved expenditures.

The GRWDB reserves the right to discontinue any credit card use privileges due to abuse. Abuse is considered to be any of the following:

- Purchases without receipts
- Purchases for non-approved services or supplies
- Not returning credit card to the Director's office in a timely manner

The Executive Director may complete credit applications, with the approval of the GRWDB.

Cash Receipts

The Executive Director will receive either in person or through the mail all incoming cash receipts (cash, checks, and money orders) from grants, foundations, organizations, and individuals. The Executive Director will stamp all checks “for deposit only”. The Executive Director will complete a deposit slip and forward the supporting documentation (check stubs, copy of money order or receipt) to the Finance Director. The Special Projects Director or the Senior Operations Director will complete the actual deposit and return the deposit slip to the Finance Director. The Finance Director will code and then enter receipts into the general ledger.

Tracking ACH wire transfers and deposits from the state REDI system to the GRWDB’s checking account are the responsibility of the Finance Director. Both the Finance Director and the Executive Director receive notifications of deposits made through the REDI system. These deposits are accessed through the online portal by the Executive Director.

Cash Disbursements

The GRWDB shall pay all invoices (bills) and requests for reimbursements in a timely manner. All invoices received will be reviewed by GRWDB staff and approved and coded for payment by the Senior Operations Director, the Special Projects Director, or the Executive Director. The approval signifies:

1. The items have been received or the service has been provided.
2. The expenditure is reasonable and necessary for proper and efficient operation.
3. If applicable, the expenditure is consistent with the policies, regulations and procedures that apply to any granting entity.

Once approved, the invoices will be delivered to the Finance Director. The Finance Director will enter the invoices into the general ledger. Checks or Requests for Electronic Payments shall be delivered to the Executive Director, who will review the documentation and the checks/requests. The Executive Director shall approve electronic payments from the GRWDB’s operating account. Checks shall be given to the Special Projects Director or the Senior Operations Director for distribution and/or mailing.

Travel and Business Reimbursements

From time to time, employees of the GRWDB may be asked or afforded the opportunity to travel outside of the region. Any travel that falls outside of the Counties of Alleghany, Botetourt, Craig, Franklin, or Roanoke or the Cities of Covington, Roanoke, or Salem, must be pre-approved by the Executive Director or the Senior Operations Director. Normal travel within these localities for work activities does not have to be pre-approved.

Mileage Reimbursement

All travel within the GRWDB territory should be completed using the employee’s personal vehicle. If the employee wishes to rent a vehicle for travel outside of the region, a request must be made in advance to the employee’s supervisor who may choose to do a cost-benefit analysis of the rental vehicle versus the use of the employee’s personal vehicle.

Employees will be reimbursed for the use of their personal vehicle mileage. [Employees](#) shall be reimbursed for mileage at the approved IRS reimbursement rate. Employees should utilize the

GRWDB Employee Reimbursement Request Form with Google Maps and/or Mapquest printouts documenting mileage attached. This form should be submitted in a timely manner, within 30 days of the travel occurring. If a rental car is used for travel, reimbursement for gasoline and fuel will be reimbursed based on itemized receipts. These receipts should be attached to the GRWDB Employee Reimbursement Request Form upon submission to the employee's direct supervisor.

Meals and Incidentals

Employees whose travel for business requires overnight stays may choose to either complete a reimbursement request after return from travel using the GRWDB Employee Reimbursement Request Form and attaching itemized receipts for all expenditures OR employees may choose to receive reimbursement in the form of per diem. This can be done by a travel advance for only meals and incidentals during travel or it can be requested after the employee has returned from travel. The GRWDB adheres to the per diem rates set forth by the General Services Administration (<https://www.gsa.gov>). If an employee wishes to receive this per diem as a travel advance, the employee should notify their direct supervisor at least two weeks in advance of travel (8 business days). Formal documentation of the travel advance will be completed by the employee and their direct supervisor and turned into the Executive Director or Senior Operations Director for approval and processing.

If an employee chooses to complete a reimbursement request after returning from travel, the employee can either request reimbursement at the per diem rate or report all expenditures as actual. If the employee chooses the latter, all expenditures must have itemized receipts. No alcoholic beverages will be reimbursed. All reimbursement forms must be signed by the employee and the Executive Director or Senior Operations Director.

Payroll

GRWDB employees will be paid biweekly on Wednesday for the previous full two weeks. A calendar of payroll dates will be provided to all employees at the beginning of each calendar year, noting holidays and deadlines for timesheet submission and payroll approval. Employees must complete federal and state withholding forms for payroll taxes. All appropriate taxes will be withheld. Changes to payroll taxes and other pertinent payroll information will be modified by the employee through the ADP payroll system and should be done as soon as possible. All withholding forms will be stored within the ADP electronic payroll system.

Exempt employees will be paid biweekly at a rate of 1/26th of their annual salary. Non-exempt employees will be paid biweekly at their hourly rate based on the number of hours approved on their timesheet for the biweekly payroll. Time worked should be recorded on the time sheet either as direct time charged to grants or to the cost pool associated for time not associated with a specific funding stream. Information regarding accumulated annual, sick and personal leave taken should be completed. Timesheets will be completed electronically using the ADP system that will subsequently process payroll every two weeks. The Executive Director and Senior Operations Director will review designated employees time sheets for accuracy prior to approval in the ADP system for payroll processing. The Chair of the GRWDB will review the timesheet of the Executive Director and approve in the ADP system.

All payroll taxes are remitted through ACH transfer. All new employees are reported to the Virginia New Hire Reporting Center when payroll taxes are filed. Employees may elect to have their paycheck directly deposited into their checking, savings and loan repayment accounts.

Employees are eligible to be enrolled in the 457 Retirement Plan offered by the GRWDB, which meets the requirements of Section 457 of the Internal Revenue Code, after one year of service. This enrollment is voluntary and up to the employee's discretion after one year of service. Employees may have contributions deducted from their paychecks before income taxes are withheld. The amount deducted may not be more than allowed by the IRS per year.

Property and Equipment

The GRWDB will maintain property and equipment in good operating order and maintain satisfactory records pertaining to the cost, use location and disposal of property and equipment. Any purchase of five thousand dollars (\$5,000) or more must be pre-approved by the state, if WIOA Title I grant funds are used. All property and equipment owned by the GRWDB will be tracked on the GRWDB Asset Sheet. Any purchase over five thousand dollars (\$5,000) shall be capitalized and depreciated using the straight-line method over the following estimated useful lives:

1. Office Equipment – 5 years
2. Building & Improvements – 10 years

When required, purchases of equipment will be pre-approved by the grantor or pass-through agency and the Executive Director will be responsible for ensuring the equipment purchase received prior approval. All equipment will be used in the program for which it was acquired or, when appropriate, in other related federal, state, or local programs.

When assets purchased with federal funds are no longer needed for a federal grant program, a request for written guidance shall be made from the grantor agency as to what to do with the property/equipment prior to sale or reduction. The GRWDB shall abide by the requirements set out in 200.311 to 200.313 of the Uniform Guidance for items purchased with federal funds. If a sale will take place, proper procedures shall be used to provide for competition to the extent practical and result in the highest possible return.

Grant Invoices and Financial Reports

The Finance Director, Executive Director, and/or the Senior Operations Director will complete necessary invoices and financial reports for all grants. Records of such will be kept in the financial files and grant files in the office of the GRWDB.

Electronic Records

Electronic records will be utilized as much as possible to provide ease of access for monitoring and review of expenditures as well as to provide approvals and review in a timely manner. Electronic approvals and signatures on documentation will be done using secure formats such as Adobe or DocuSign only. All accounts payable and accounts receivable invoices will be processed and approved electronically with electronic signature as much as possible. The documentation will be stored within the QuickBooks accounting software, tied to each expenditure, and backed up on a weekly basis to the OneDrive records depository. Items such as check payments, cash receipts and manual receipts will be that are originally physical paper will be stored in the finance office file cabinet.

Record Retention

The GRWDB shall retain records according to the following schedule:

1. Articles of Incorporation, amendments and bylaws (Permanently)
2. GRWDB and committee minutes (Permanently)
3. Annual reports (Permanently)
1. Materials of historic value (Permanently)Certificate of Incorporation (Permanently)
2. Property Records (Permanently)
3. Tax exemption documents and IRS rulings (Permanent)
4. Contracts and leases (5 years after expiration or termination)
5. General Ledgers (Permanently)
6. Original grant proposals, agreements, final grantee reports, all pertinent formal correspondence (5 years after completion of grant period)
7. Insurance certificates, insurance policies, including expired policies and claim files (7 years after expiration)
8. Retirement records by RVARC (Permanently)
9. Employee Handbooks by RVARC (Permanently)
10. Audit reports (Permanently)
11. Financial work papers (5 years after completed audit)
12. Employee personnel records (Termination + 7 years) by RVARC
13. Payroll tax records (7 years) by RVARC

General Provisions for Selected Items of Cost
200.420 Considerations for selected items of cost

This section provides principles to be applied in establishing the allowability of certain items involved in determining cost, in addition to the requirements of Subtitle II. Basic Considerations of this subpart. These principles apply whether or not a particular item of cost is properly treated as direct cost or indirect (F&A) cost. Failure to mention a particular item of cost is not intended to imply that it is either allowable or unallowable, rather, determination as to allowability in each case should be based on the treatment provided for similar or related items of cost, and based on the principles described in 200.402.

Composition of costs through 200.411 Adjustment of previous negotiated indirect (F&A) cost rates containing unallowable costs. IN case of a discrepancy between the provisions of a specific Federal award and the provisions below, the Federal award governs. Criteria outlined in 200.403 Factors affecting allowability of costs must be applied in determining allowability. See also 200.102 Exceptions.

The selected item of cost addressed in Part 200 includes the following (in alphabetical order):

Item of Cost	Citation of Allowability Rule
Advertising and public relations costs	2 CFR § 200.421
Advisory councils	2 CFR § 200.422
Alcoholic beverages	2 CFR § 200.423
Alumni/ae activities	2 CFR § 200.424
Audit services	2 CFR § 200.425
Bad debts	2 CFR § 200.426
Bonding costs	2 CFR § 200.427
Collection of improper payments	2 CFR § 200.428
Commencement and convocation costs	2 CFR § 200.429
Compensation – Personal Services	2 CFR § 200.430
Compensation – Fringe Benefits	2 CFR § 200.431
Conferences	2 CFR § 200.432
Contingency provisions	2 CFR § 200.433
Contributions and donations	2 CFR § 200.434

Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringements	2 CFR § 200.435
Depreciation	2 CFR § 200.436
Employee health and welfare costs	2 CFR § 200.437
Entertainment costs	2 CFR § 200.438
Equipment and other capital expenditures	2 CFR § 200.439
Exchange rates	2 CFR § 200.440
Fines, penalties, damages and other settlements	2 CFR § 200.441
Fund raising and investment management costs	2 CFR § 200.442
Gains and losses on disposition of depreciable assets	2 CFR § 200.443
General costs of government	2 CFR § 200.444
Goods and services for personal use	2 CFR § 200.445
Idle facilities and idle capacity	2 CFR § 200.446
Insurance and indemnification	2 CFR § 200.447
Intellectual property	2 CFR § 200.448
Interest	2 CFR § 200.449
Lobbying	2 CFR § 200.450
Losses on other awards or contracts	2 CFR § 200.451
Maintenance and repair costs	2 CFR § 200.452
Materials and supplies costs, including costs of computing devices	2 CFR § 200.453
Memberships, subscriptions, and professional activity codes	2 CFR § 200.454
Organization costs	2 CFR § 200.455
Participant support costs	2 CFR § 200.456
Plant and security costs	2 CFR § 200.457
Pre-award costs	2 CFR § 200.458

Professional services costs	2 CFR § 200.459
Proposal costs	2 CFR § 200.460
Publication and printing costs	2 CFR § 200.461
Rearrangement and reconversion costs	2 CFR § 200.462
Recruiting costs	2 CFR § 200.463
Relocation costs of employees	2 CFR § 200.464
Rental costs of real property and equipment	2 CFR § 200.465
Scholarships and student aid costs	2 CFR § 200.466
Selling and marketing costs	2 CFR § 200.467
Specialized service facilities	2 CFR § 200.468
Student activity costs	2 CFR § 200.469
Taxes (including Value Added Tax)	2 CFR § 200.470
Termination costs	2 CFR § 200.471
Training and education costs	2 CFR § 200.472
Transportation costs	2 CFR § 200.473
Travel costs	2 CFR § 200.474
Trustees	2 CFR § 200.475



Greater Roanoke Workforce Development Board

Personnel Handbook

Updated: August 2023

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INTRODUCTION

Welcome

Welcome to the Greater Roanoke Workforce Development Board (GRWDB)! We are happy to have you join us.

We believe in keeping our employees fully informed about our policies, procedures, practices, benefits, what employees can expect from the GRWDB, and the obligations assumed as an employee of GRWDB. This practice is designed to provide fair treatment of employees. Our handbook provides employees with basic information to become familiar with the policies, procedures, practices and benefits of the GRWDB and reflects a great deal of concern for the people who make it possible for the GRWDB to exist – it's employees!

We wish you the best of luck and success in your position and hope that your employment with the GRWDB will be a rewarding experience.

History

The GRWDB is a public-private partnership focusing on meeting the workforce development needs of the Roanoke Valley and the Alleghany Highlands. As the regional convener for workforce development in the region, the GRWDB works with business, education, employment, and other relevant agencies to provide opportunities for job seekers to gain the skills necessary to meet the in-demand business needs in the counties of Alleghany, Botetourt, Craig, Franklin and Roanoke and the Cities of Covington, Roanoke and Salem. The GRWDB also manages federal funding that comes to the region through the Workforce Innovation and Opportunity Act (WIOA) Title I programs and other discretionary grants that are awarded to the region for special projects.

Mission

To serve as a regional talent resource for businesses by providing trained and skilled job seekers that meet current and future demand.

Vision

The region will have both a skilled and diverse talent pipeline for businesses and employment opportunities that provide self-sufficient wages that promote all around success for the Roanoke Valley and Alleghany Highlands.

Board of Directors

The GRWDB a 501(c)(3) non-profit, is governed by a Board of Directors made up of at least 51% private sector members and 49% public sector members. The Board of Directors is responsible for hiring and overseeing the activities of the Executive Director of the GRWDB. The Executive Director is responsible for the general management of the affairs, funds, and records of the GRWDB and is required to report activities to the Board of Directors on a regular basis. The Board of Directors meets on a regular basis to discuss the GRWDB operations, finances and conduct policy oversight. The management of the daily activities of the GRWDB, including personnel supervision, is handled by the Executive Director.

Equal Employment Opportunity

The GRWDB is committed to fostering, cultivating, and preserving a culture of diversity and inclusion to create an equitable work environment. We are proud of the fact that we extend equal employment opportunities to all qualified individuals without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, genetic makeup, veteran status, disability, which if needing accommodation, may be reasonably accommodated as required by law, and any other applicable legally protected classifications. This applies to all terms and conditions of employment including, but not limited to, recruiting, hiring, training, promotion, demotion, discipline, rates of pay or other compensation, transfer, layoff, termination, recall, use of all facilities, and participation in all GRWDB-sponsored activities. If employees believe they are or have been the victim of unfair treatment in violation of this policy or if they have any questions concerning this policy, they should report such concerns or questions to the Executive Director and/or to the Chair (or Vice-Chair, in his/her absence) of the Board. We encourage such reporting and will not tolerate any forms of retaliation against individuals making such reports or who participate in any investigations concerning such issues.

Employment-At-Will

We hope that each employee's period of employment at the GRWDB will be a rewarding experience. However, we recognize that circumstances change with the passage of time and that some employees may seek opportunities elsewhere or choose to leave the GRWDB for other reasons. Other employees may not fulfill the operational needs of the GRWDB or changed circumstances may reduce available employment opportunities which may result in involuntary terminations. We sincerely hope that none of these situations occur, but realistically we have to acknowledge that the possibility does exist. Therefore, the right of the employee or the GRWDB to terminate the employment relationship at-will is recognized and affirmed as a condition of employment. At-will means that both the employees and the GRWDB have the right to terminate employment at any time, with or without advance notice, and with or without cause.

Policy on Harassment

The GRWDB is committed to providing a work environment that is free of unlawful harassment of all types. Consistent with our policy of equal employment opportunity, harassment in the workplace based on a person's race, sex, sexual orientation, gender identity, religion, national origin, age, genetic makeup, veteran status, or disability will not be tolerated. Thus, the GRWDB has a strict policy prohibiting unlawful harassment in any form, including sexual harassment, whether committed by other employees, volunteers, the Executive Director, and/or third parties. Conduct violating this policy may include any of the following:

- 1) Verbal or written conduct, such as inappropriate comments, epithets, explicit or derogatory language;
- 2) Visual conduct, such as inappropriate gestures, mimicry, pictures, staring, or leering;
- 3) Associational conduct, such as shunning, segregating, making and acting on unfounded assumptions about persons based on their membership in a protected classification;
- 4) Inappropriate digital or electronic conduct, including text messages, e-mails, direct messages, social media posting and other unwelcome and offensive conduct across various digital and electronic media; and/or
- 5) Physical conduct, which may include any offensive and unwanted touching.

The harassment policy prohibits unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature, particularly where:

- 1) Submission by an employee to such conduct is made either explicitly or implicitly a term or condition of employment;
- 2) Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
- 3) Such conduct has the purpose or effect of creating an intimidating, hostile or offensive working environment.

In addition, this policy prohibits offensive or unwelcome sexual propositions, verbal abuse of a sexual nature, graphic comments about an individual's body, sexually degrading comments, and sexually suggestive objects, pictures or other materials in the workplace.

The Executive Director is responsible for ensuring that the GRWDB's work environment is free of harassment, whether sexual or otherwise. In addition, all employees are responsible for respecting the rights of their co-employees.

Reporting: Any employee who believes he or she has experienced unlawful job-related harassment should report any such harassment promptly to the Executive Director. Should any employee believe it would be inappropriate to discuss the matter with the Executive Director, the employee may report it directly to the Chair or Vice-Chair of the Board of Directors.

Every effort will be made to promptly investigate all allegations of harassment in as confidential a manner as possible and appropriate corrective action taken if warranted. If the GRWDB determines that any employee has violated this harassment policy, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment. The GRWDB will periodically follow-up with the complainant to ensure that the actions taken by the GRWDB have remedied any problems and that the issues that prompted the complaint have not recurred.

The GRWDB prohibits any form of retaliation against an employee for making a bona fide complaint of harassment under this policy or for assisting in a complaint investigation.

Drug and Alcohol Abuse Policy

The GRWDB has an obligation to its partners, clients, and the general public to conduct its operations safely and efficiently. With this commitment and obligation in mind, the GRWDB is reaffirming its policy regarding alcohol and drug abuse. The GRWDB is also reaffirming its willingness to assist employees with alcohol or drug related problems to find the appropriate treatment for rehabilitation and recovery.

In accordance with our drug and alcohol abuse policy, we reemphasize to our employees (and employees of other companies and partners) that the abuse of drugs and alcohol poses a serious threat to the safety of our employees and to the GRWDB's operations. Accordingly, the use, possession, being under the influence or having a detectable presence of drugs or alcohol in one's system (except where expressly authorized) or manufacture, distribution, or sale of such substances on GRWDB premises, or on-the-job, or off-the-job abuse of such substances which adversely affects or threatens to adversely affect an employee's job performance or other GRWDB interests is prohibited.

Definitions: “Drugs” and “alcohol” include any substance with the potential to produce the effects of intoxication and/or the potential to produce physical, mental, emotional or behavioral changes which could adversely affect an employee’s ability to perform his/her job safely and efficiently. This prohibition includes any prescription or over-the-counter drug unless an employee’s possession and use of such drug on GRWDB premises, or on-the-job is expressly authorized. The term “on-the-job” includes paid and unpaid meal periods during the business day, and paid working time and paid overtime.

Prescription Medications: The legal use of prescribed and over-the-counter medications is not prohibited. An employee will be allowed to work under the influence of medication when it is needed, and the employee can work and otherwise conduct himself or herself safely and appropriately.

Employees may not work under the influence of medication that inhibits their ability to work safely or conduct themselves appropriately. Employees taking prescription or non-prescription medications and reporting to work are responsible for understanding the potential effects such medication may have on their ability to work and otherwise conduct themselves in a safe appropriate manner. Employees should work with their medical providers to understand the effects such medications may have on their job duties. Employees may wish to request a job description and provide this to their medical provider when discussing such effects. Employees who are taking prescription or non-prescription medications which may inhibit the ability to perform their duties or otherwise conduct themselves in a safe and appropriate manner should immediately notify their direct supervisor. Employees who bring medications to work must maintain these medications in a locked compartment or inaccessible location out of visibility. Employees failing to notify their direct supervisor of safety concerns may be subject to disciplinary action up to and including termination.

Concerns: Employees who have drug and/or alcohol abuse problems are encouraged to seek assistance through appropriate community agencies. The GRWDB will take no disciplinary action against an employee who voluntarily seeks such assistance prior to the GRWDB’s determination that the employee is violating this policy. The existence of, or employee participation in, an assistance program does not, however, relieve any employee from compliance with the terms of our policy or other applicable standards governing performance and conduct. Employees who violate the GRWDB’s Drug and Alcohol Abuse Policy will be subject to disciplinary action, up to and including termination.

WORKING HOURS AND PAY

Categories of Employees

It is important that you understand the definition of the employment classifications at the GRWDB and know your classification. Your employment classification helps determine your employment status and what benefits you are eligible for. If you have questions or are not sure what your employment classification is, see your direct supervisor. The GRWDB classifies its employees as follows:

Introductory employees: Employees begin employment with the GRWDB as introductory employees. Such employees’ performances are evaluated during this time to determine whether further employment in a specific position or with the GRWDB is appropriate. After satisfactorily

completing the introductory period, employees will be informed of their new employment classification.

Full-time regular employees: Employees hired to work the GRWDB's normal, full-time, 32-hour or greater work week on a regular basis. Such employees may be "exempt" or "nonexempt" as defined below. Full-time employees are entitled to benefits stated in this handbook provided they qualify for each individual benefit.

Part-time regular employees: Employees hired to work fewer than 32 hours per week on a regular basis. Such employees may be "exempt" or "nonexempt" as defined below. Part-time employees are entitled to those employee benefits specifically designated.

Temporary employees: Employees engaged to work full-time or part-time with the understanding that their employment will be terminated no later than on completion of a specific assignment. Such employees may be "exempt" or "nonexempt" as defined below. Employees hired from temporary employment agencies for specific assignments are employees of the respective agency and not of the GRWDB. Temporary employees are not eligible for benefits.

In addition to being categorized as introductory, full-time, part-time, or temporary, employees will also be categorized as nonexempt or exempt:

Nonexempt employees: Employees who are required to be paid overtime at the rate of time and one half (i.e. one and one-half times) their regular rate of pay for all hours worked beyond forty hours in a workweek, in accordance with applicable federal wage and law hours.

Exempt employees: Employees who are not required to be paid overtime, in accordance with applicable federal wage and hour laws, for work performance beyond forty hours in a workweek. Executives, professional employees, outside sales representatives, and certain employees in administrative positions are typically exempt.

You will be informed of your initial employment classification as an exempt or nonexempt employee during your orientation session. If you change positions during your employment as a result of a promotion, transfer, or otherwise, you will be informed by the Executive Director of any change in your exemption status.

Please direct any questions regarding your employment classification or exemption status to the Executive Director.

Working Hours

The standard workweek is the period from 12:01 AM Sunday until 12:00 midnight the following Saturday. Normal work hours are 8:30 AM to 4:30 PM Monday through Thursday or Tuesday through Friday, dependent on work scheduled negotiated and approved by the supervisor.

Flexible Work Arrangements

The GRWDB recognizes that there are times where a flexible work arrangement may be permissible for employees. The following conditions are required for a flexible work schedule to be approved. The employee must have a satisfactory attendance record, meet all performance expectations in his or her current role, and consistently demonstrate the ability to complete tasks and assignments on a timely basis. The nature of the employee's work and responsibilities must be conducive to a flexible work arrangement without causing disruption to performance and/or service delivery. Additionally, the Executive Director must assess the

impact and outcome in terms of production, collaboration, quality, and absenteeism; and assess whether the proposed arrangement is in the best interest of the team and the GRWDB, as well as the employee.

The Executive Director may consider flexible work arrangements if conditions warrant. Flexible work arrangements within the standard workweek may be considered and approved by the Executive Director so long as the total number of hours worked within a workweek are not altered. Some examples of flexible scheduling are:

- Arrive earlier in the morning and leave earlier in the afternoon;
- Arrive later in the morning and leave later in the afternoon;
- Work four longer days;
- Work four 8-hour days and one 5.5-hour day;
- Work some other similar regular or seasonal scheduling option(s); and/or
- Add time to meal break and arrive earlier and leave later.

Other temporary or occasional flexible work schedules may include some combination of altered start and stop times to allow employees to have medical appointments or take care of personal business during work hours without being charged leave. The Executive Director may approve flexible work arrangements or compressed workweeks on an ongoing basis.

The GRWDB recognizes on many occasions, employees spend evenings and weekends engaged in work-related events such as traveling and attending seminars, conferences, and speaking engagements. An employee that engages in weekend or certain evening work may be able to take time off later in the week. Employees seeking to use this option are asked to make a request in writing (email is acceptable) at least seven (7) calendar days before the expected evening or weekend event to their supervisor who must approve the flexible workweek request. Due to the needs of the GRWDB at the time, requests may not always be approved.

Severe Weather Conditions and Emergency Closings

Inclement conditions that prevent employees from reporting to work are a situation over which the GRWDB have no control. Only the Executive Director has discretion to call off work for the day. The Executive Director will notify employees of office closures via email, text, or other methods that may arise. Non-exempt employees who do not work will not be paid for their time off but may choose to use accrued and unused annual or personal leave. Employees may be asked to telecommute in situations of inclement weather or conditions.

Timekeeping

It is the employee's responsibility to adequately record their time worked. Timekeeping is recorded electronically through ADP. The Executive Director, Senior Operations Director and/or Special Projects Director will review each applicable employee's electronic time sheet and approve to submit for payroll processing. The Board Chair (or the Vice-Chair in his/her absence) will approve the Executive Director's time sheet for processing through the ADP system. In addition, if corrections or modifications are made to the timesheet, both the employee and the Executive Director must verify the accuracy of the changes by re-approving the time sheet.

It is a violation of GRWDB policy for an employee to record another employee's time, alter another employee's time sheet, or alter his/her own time sheet without permission.

Requests for leave will also be processed through the ADP electronic system. Time off should be requested in advance as much as possible. The Executive Director, Senior Operations Director and/or Special Projects Director will review leave requests for accuracy and approve through the ADP electronic system. The Board Chair (or the Vice-Chair in his/her absence) will approve the Executive Director's leave requests in the ADP electronic system.

Overtime

Employees may be scheduled to work overtime when operating requirements or other needs cannot be met during regular working hours. Whenever possible, advance notification will be provided. If determined necessary, overtime work will be authorized by the Executive Director beyond an employee's standard scheduled hours of work. The GRWDB tries to distribute overtime assignments fairly among all employees who are qualified to perform the required work. Non-exempt employees will be paid overtime compensation in accordance with federal and state wage and hour provisions. Overtime pay is based on actual hours worked. Any employee who fails to work scheduled overtime or works overtime without prior authorization from the Executive Director may be subject to disciplinary action, up to and including termination of employment.

Pay Procedures

Employees will be biweekly on Wednesday for the previous two full weeks ending on the preceding Friday. Each paycheck will include earnings for all work performance through the end of the payroll period. A calendar will be provided to employees on an annual basis that will show all holidays, payroll dates, and time sheet deadlines for the calendar year.

Pay Advances

The GRWDB does not provide pay advances on unearned wages.

Pay Corrections

In the event that there is an error in your payroll, you should promptly bring the discrepancy to the Executive Director's attention so that corrections can be made as quickly as possible. This correction usually occurs on the next payroll date if reported promptly.

Pay Deductions and Setoffs

The GRWDB policy prohibits improper deductions from employee pay; however, the law requires the GRWDB to make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes. The GRWDB must also deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base". The GRWDB matches the amount of Social Services taxes paid by each employee.

The GRWDB offers programs and benefits beyond those required by the law and eligible employees may voluntarily authorize deductions from their pay to cover the costs if they wish to participate in these programs.

Pay setoffs and garnishments are pay deductions taken by the GRWDB, as required by law or court order, usually to help pay off a debt or obligation to the GRWDB or others. Voluntary pay deductions, garnishments, and pay setoffs will be the responsibility of the employee during unpaid leave.

Pay Adjustments

The GRWDB may reclassify job positions at any point. A position reclassification is the assignment of a new job title and/or grade to an existing position and may be based on factors such as an evaluation of duties, responsibilities, and minimum qualifications of a position. Salary adjustments may take place when there is job restructuring, job duty changes, job transfers or adverse business economic conditions, or at such other times or based on other factors, as determined by management. All pay increases are based upon merit and market factors. There is no automatic annual cost of living or salary adjustment to reflect current economic conditions. Economic pay also may be adjusted downward.

Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- Resignation – voluntary employment termination initiated by an employee.
- Discharge – involuntary employment termination initiated by the organization.
- Retirement – voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

Employee benefits will be affected by employment termination in the following manner: All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

Outside Employment

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with the GRWDB. Employees will be judged by the same performance standards and will be subject to GRWDB's scheduling demands, regardless of any existing outside work requirements.

If the GRWDB determines that an employee's outside work interferes with performance or the ability to meet the requirements of the GRWDB as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with the GRWDB.

Outside employment will present a conflict of interest if it has an adverse impact on the GRWDB.

457 Deferred Compensation Plan

The GRWDB has established a 457 deferred compensation plan to provide employees the potential for future financial security for retirement.

Employees in the following employment classifications are eligible to voluntarily participate in the deferred compensation plan:

- Regular full-time employees

To be eligible to join the 457 plan, employees must complete 12 months of service. Eligible employees may participate in the 457 plan subject to all terms and conditions of the plan.

The 457 plan allows employees to elect how much salary they want to contribute and direct the investment of their plan account, so they can tailor their own retirement package to meet their individual needs. The GRWDB also contributes a percentage of the employee's gross income to each employee's plan based on the number of years of service:

- 0-1 Years 0%
- 1-2 Years 3% (after one year of service)
- 2-3 Years 4% (after two years of service)
- 3-4 Years 5% (after three years of service)
- 4-9 Years 6% (after four years of service)
- 10-20 Years 8% (after ten years of service)
- 20+ Years 10% (after twenty years of service)

Because an employee's contribution to a 457 plan is automatically deferred from your pay before federal and state tax withholdings are calculated, the employee saves tax dollars now by having their current taxable amount reduced. Amounts deferred will be taxed when they are finally distributed.

Complete details of the 457 deferred compensation plan can be found in the records of the GRWDB with the Grant Accountant.

EMPLOYEE BENEFITS

Eligible employees at the GRWDB are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, long-term disability, and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Your direct supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee handbook.

The following benefit programs are available to eligible employees:

- Bereavement Leave
- Continuing Education
- Deferred Compensation Plan
- Dental Insurance
- Employee Assistance Program
- Extended Personal Leave
- Family Leave
- Flexible Work Arrangements
- Health Insurance
- Holidays
- Jury Duty Leave
- Life Insurance
- Limited membership to professional organizations
- Long-Term Disability

- Medical Leave
- Parking
- Personal Leave
- Sick Leave Benefits
- Vacation Benefits
- Vision Care Insurance
- Voting Time Off

Most benefits are partially or fully paid by the GRWDB. All benefits are subject to change.

Life Insurance

Life insurance offers you and your family important financial protection. The GRWDB provides a basic life insurance plan for eligible employees and pays 100% of life insurance premiums.

Accidental Death and Dismemberment (AD&D) insurance provides protection in cases of serious injury or death resulting from an accident. AD&D insurance coverage is provided as part of the basic life insurance plan.

Employees in the following employment classifications are eligible to participate in the life insurance plan:

- Regular full-time employees

Eligible employees may participate in the life insurance and AD&D plan subject to all terms and conditions of the agreement between the fiscal agent and the insurance carrier.

Eligible employees may begin life insurance and AD&D coverage only after completing 90 calendar days of service.

Details of the basic life insurance plan and AD&D plan can be obtained by contacting the Executive Director.

Health Insurance

The GRWDB's health insurance plan provides employees access to medical, dental, and vision care insurance benefits. Employees in the following employment classifications are eligible to participate in the health insurance plan:

- Regular full-time employees and introductory employees.

Eligible employees may participate in the health insurance plan subject to all terms and conditions of the agreement between the GRWDB and the insurance carrier. The GRWDB pays for the cost of the policy insuring employee only.

Details of the health insurance plan may be obtained through the Executive Director.

Long-Term Disability

The GRWDB provides a long-term disability (LTD) benefits plan, to help eligible employees cope with an illness or injury that results in a long-term absence from employment. LTD is designed to ensure a continuing income for employees who are disabled and unable to work.

Employees in the following employment classifications are eligible to participate in their long-term disability plan:

- Regular full-time employees.

Eligible employees may participate in the LTD plan subject to all terms and conditions of the agreement between the GRWDB and the insurance carrier. Eligible employees may begin LTD coverage only after completed 90 calendar days of service. The benefit is equal to sixty percent of the employee's monthly salary or fifteen hundred dollars monthly, whichever is greater, to the age of 65.

Details of the LTD benefits plan including benefit amounts, and limitations and restrictions can be obtained by the Executive Director.

Benefits Continuation (COBRA)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under GRWDB's health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at the GRWDB's group rates. The GRWDB provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under the GRWDB's health insurance plan. The notice contains important information about the employee's rights and obligations.

Vacation (Annual Leave)

Vacation time off (annual leave) with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuit. Employees in the following employment classification(s) are eligible to earn and use vacation time as described in this policy:

- Regular full-time employees, introductory employees, and part-time employees (pro-rata basis)

The amount of vacation time employees receive each year increases with the length of their employment as shown in the following schedule:

- Upon initial eligibility, the employees is entitled to 12 vacation days each year, accrued bi-weekly at the rate of 3.6923 hours per pay period.
- After 5 years of eligible service, the employee is entitled to 15 vacation days each year, accrued bi-weekly at the rate of 4.6154 hours per pay period.
- After 10 years of eligible service, the employee is entitled to 18 vacation days each year, accrued bi-weekly at the rate of 5.5385 hours per pay period.
- After 15 years of eligible service, the employee is entitled to 21 vacation days each year, accrued bi-weekly at the rate of 6.4615 hours per pay period.
- After 20+ years of service, the employee is entitled to 24 vacation days each year, accrued bi-weekly at the rate of 7.3846 hours per pay period.

The length of eligible service is calculated on the basis of a "benefit year". This is the 12-month period that begins when the employee starts to earn vacation time.

Once employees enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. They can request use of vacation time after it is earned.

Paid vacation time can be used in minimum increments of one-half hour. To take vacation, employees should complete a request for leave, and have it signed by the Executive Director, Senior Operations Director, and/or the Special Projects Director. Requests made by the Executive Director will be signed by the Chair (or the Vice-Chair, in his/her absence) of the Board of Directors. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

Vacation time off is paid at the employee's base pay rate at the time of vacation.

As stated above, employees are encouraged to use available paid vacation time for rest, relaxation, and personal pursuits. In the event that available vacation is not used by the end of the benefit year, employees may carry unused time forward to the next benefit year until the total amount of unused vacation time reaches a "cap" equal to 225 hours. When the employee uses paid vacation time and brings the available amount below the cap, vacation accrual will begin again.

Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last day of work.

Personal

The GRWDB provides personal leave with pay to all eligible employees as a benefit of employment. Eligible employee classifications are:

- Regular full-time employees

On July 1 of each year, eligible employees will be granted 56 hours (7 days) of personal leave time to be used within the twelve-month period. Should an employee start after July 1, the amount of personal leave granted will be pro-rated based on the start date. Personal leave time may be taken to take care of emergency situations, personal errands, times when the weather may not permit safe driving, etc. Employees may request personal leave time in minimum increments of one-half hour. To take personal leave time, employees should complete a request for leave, and have it signed by the Executive Director, Senior Operations Director, or the Special Projects Director. Requests made by the Executive Director will be signed by the Chair (or the Vice-Chair, in his/her absence) of the Board of Directors. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

Personal time off is paid at the employee's base pay rate at the time the leave is taken.

Personal leave is not paid out upon termination of employment.

Sick Leave Benefits

The GRWDB provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illness or injuries. Eligible employee classification(s):

- Regular full-time employees, introductory employees and part-time employees (pro rata basis)

Eligible employees will accrue sick leave benefits at the rate of 9 days per year. After the employee has worked at the GRWDB for five years, the accrual is 15 days per year. Sick leave

benefits are calculated on the basis of a “benefit year”, the 12-month period that begins when the employee starts to earn sick leave benefits.

Paid sick leave can be used in minimum increments of one-quarter hour. An eligible employee may use sick leave benefits for an absence due to his or her own illness or injury, or that of a child (stepchild), parent (stepparent), or spouse (life partner) of the employee.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence. If an employee is absent for three or more consecutive days due to illness or injury, a physician’s statement may be required verifying the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences as well and may be required as a condition to receiving sick leave benefits. Before returning to work from a sick leave absence of 5 calendar days or more, an employee must provide a physician’s verification that he or she may safely return to work and meet essential job functions.

Sick leave benefits will be calculated based on the employee’s base rate at the time of absence.

When the total amount of unused sick leave reaches a “cap” equal to 60 days (450) hours, the employees will no longer accrue any sick leave.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury and may not be used for any other absence. Unused sick leave benefits will not be paid to employees upon termination of employment.

Paid Holidays

The GRWDB provides holiday time off in alignment with the state holiday calendar for the Commonwealth of Virginia.

The GRWDB will grant holiday time off to all eligible employees. Holiday pay will be calculated based on the employee’s straight time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Eligible employee classification(s):

- Regular full-time employees, introductory employees, and part-time employees.

The GRWDB will decide when to observe a recognized holiday that falls on a Saturday or Sunday.

If a recognized holiday falls during an eligible employee’s paid absence (such as vacation or sick leave), holiday pay will be provided instead of paid time off benefit that would otherwise have applied. With the work schedule for GRWDB, there will be times where holidays fall on days that are not scheduled work-days for certain staff. In this instance, the holiday will be treated as a floating holiday that must be used within the pay period. Staff in this situation will communicate with their direct supervisor and coordinate the use of the floating holiday with other staff to ensure adequate coverage. For example, if the employee’s schedule is Tuesday through Friday, and Monday is a holiday, that employee will bank the Monday as a floating holiday to use within the pay period.

In special cases, the Executive Director may adjust this schedule.

Staff may elect to work on a holiday and exchange it with another day or holiday with prior approval from their supervisor due to religious observances or other personal reasons.

Family and Medical Leave

The GRWDB provides medical leave of absence without pay to eligible employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include inpatient care in a hospital, hospice, or residential medical facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions. The GRWDB also provides family leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; or to care for a child, spouse, or parent with a serious health condition. A serious health condition means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a healthcare provider.

Employees in the following employment classifications are eligible to request family and/or medical leave as described in this policy:

- Regular full-time employees

Eligible employees should make requests for family and/or medical leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events. In the case of an unforeseen event, the request and certification need to be completed as soon as practicable and verbal notice given to the Executive Director within two business days.

A health care provider's statement must be submitted verifying the need for medical leave or family leave for appropriate medical events its beginning and expected end date. Any changes in this information should be promptly reported to the GRWDB. Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.

The duration of any leave granted based on this policy will be based on the nature and period of the disability with the GRWDB to determine the maximum amount of leave at its sole discretion.

Employees who sustain work-related injuries are eligible for a medical leave absence for the period of disability in accordance with all applicable laws covering occupational disabilities.

Subject to the terms, conditions, and limitations of the applicable plans, the GRWDB will continue to provide health insurance, life insurance and long-term disability benefits for the full period of the approved family and/or medical leave.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon return to active employment.

So that an employee's return to work can be properly scheduled, an employee on family and/or medical leave is requested to provide GRWDB with at least two weeks advance notice of the date the employee intends to return to work. When a family and/or medical leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

Failure of an employee to return to work on the agreed upon return date, means that the employee has resigned.

Unpaid Leave of Absence

If an employee's vacation leave (annual leave), personal leave, and sick leave is depleted, the employee may request to take an unpaid leave of absence, but such requests are subject to approval by the Executive Director and are not guaranteed. If the Executive Director wishes to take an unpaid leave of absence, the request will be submitted to the Chair (or the Vice-Chair, if he/she is unavailable) of the Board of Directors.

Training and Continued Education

The GRWDB provides new and existing employees with mandatory and voluntary paid training opportunities. The GRWDB believes that on-going and continuing education is important to stay fit in the industry. The success and competence of our employees is directly related to the success of the GRWDB as a whole. The GRWDB encourages employees to partake in training and continued education opportunities relevant to workforce industry. Therefore, if employees discover an opportunity to advance their skills for the GRWDB, employees should talk with the Executive Director about including it as a paid training opportunity.

OTHER BENEFITS

Jury/Witness Duty

Any employee who is serving on jury duty or any person, except a defendant in a criminal case, who is summoned or subpoenaed to appear in court will be excused from work during the time they serve or appear in court, including travel time.

The GRWDB will provide up to five days of paid jury duty leave. This will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. The GRWDB may provide additional discretionary jury duty pay on a case by case basis. Employee classifications that qualify for paid jury duty leave are:

- Regular full-time employees

Employees must show the jury duty summons to the Executive Director as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either GRWDB or the employee may request an excuse from jury duty if, in the GRWDB's judgement, the employee's absence would create serious operational difficulties.

The GRWDB will continue to provide health insurance benefits for the full term of the jury duty absence.

Benefit accruals such as annual leave, sick leave, or holiday benefits will be suspended during unpaid jury duty leave and will resume upon return to active employment.

Bereavement Leave

In the event of a death in an employee's immediate family, the employee will be allowed time off with pay in order to assist with arrangements or to attend the funeral according to the following schedule. (Special consideration will also be given in the event of a death of any other person whose association with the employee was similar such as close family friend, a foster child, or significant other.)

Family Member	Time Off Allowed
Spouse/Life Partner Parent/Stepparent Child/Stepchild Brother/Stepbrother/Sister/Stepsister	5 Days
Grandparent Grandchild Mother-in-law/Father-in-law Brother-in-law/Sister-in-law Son-in-law/Daughter-in-law	3 Days

Employees who must take time off due to the death of an immediate family member should notify their direct supervisor and the Executive Director immediately. If proper notification is not given, the employee will not be paid for the funeral leave. If additional time is necessary, annual leave or personal leave may be used provided the employee has accrued but unused annual or personal leave available. The GRWDB reserves the right to request substantiation of any death in an employee's immediate family and/or confirmation of an employee's attendance at a funeral.

Military Leave

A military leave of absence will be granted to employees who are absent from work because of service in the U.S. uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Advance notice of military service is required, unless military necessity prevents such notice or it is otherwise impossible or unreasonable.

Employees will receive partial pay for two-week training assignments and shorter absences. Upon presentation of satisfactory military pay verification data, employees will be paid the difference between their normal base compensation and the pay (excluding expense pay) received while on military duty.

The portion of any military leave of absence in excess of two weeks will be unpaid. However, employees may use any available paid time off (annual leave or personal leave) for the absence.

Continuation of health insurance benefits is available as required by USERRA based on the length of the leave and subject to the terms, conditions, and limitations of the applicable plans for which the employee is otherwise eligible.

Annual leave, sick leave, and holiday benefits will continue to accrue during a military leave of absence.

Employees on military leave for up to 30 days are required to return to work for the first regularly scheduled shift after the end of service, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with USERRA and all applicable state laws.

Employees returning from military leave will be placed in the position they would have attained had they remained continuously employed or a comparable one depending on the length of military service in accordance with USERRA. They will be treated as though they were continuously employed for purposes of determining benefits on length of service.

Workers' Compensation

The GRWDB provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained during employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Unemployment Compensation

In the event of a separation from employment, you may be eligible for unemployment compensation. This benefit is provided in accordance with Virginia law and paid for by the GRWDB.

STANDARDS OF CONDUCT AND PERFORMANCE

As an integral member of the GRWDB team, you are expected to accept certain responsibilities, adhere to acceptable business principles in matters of personal conduct, and exhibit a high degree of personal integrity at all times. This not only involves sincere respect for your rights and feelings of others but also demands that you refrain from any behavior that might be harmful to you, your coworkers, and/or the GRWDB, or that might be viewed unfavorably by current or potential customers or by the public at large. You are, consequently, encouraged to observe the highest standards of professionalism at all times.

Types of behavior and conduct that the GRWDB considers inappropriate include, but are not limited to, the following:

- Falsifying employment or other GRWDB records
- Violating the GRWDB's equal opportunity, nondiscrimination and/or harassment policy
- Soliciting or accepting gratuities from customers/clients/vendors
- Excessive absenteeism or tardiness which is not approved or excused
- Engaging in excessive, unnecessary, or unauthorized use of GRWDB supplies and/or equipment, particularly for personal purposes
- Reporting to work intoxicated or under the influence of non-prescribed drugs
- Illegally manufacturing, possessing, using, selling, distributing or transporting drugs
- Bringing or using alcoholic beverages on GRWDB premises or using alcoholic beverages while engaged in GRWDB business off GRWDB premises, except where authorized
- Gossiping, engaging in rumors, fighting or using obscene, abusive, or threatening language or gestures or other acts of violence
- Stealing property from coworkers, customers, or the GRWDB
- Having unauthorized firearms or weapons on GRWDB premises or while on GRWDB business
- Disregarding safety or security regulations
- Engaging in disruptive and negative behaviors

- Failing to maintain confidentiality of GRWDB, customer, or member information
- Any other act or circumstance which, in the judgement of the Executive Director and/or the Board of Directors, is harmful or detrimental in any way to the morale, safety, health, or work environment of any other employee or the operation of the GRWDB.

This list is not intended to be all inclusive. Employees are encouraged to speak with the Executive Director and/or the Board of Directors should employees have questions about these guidelines. Corrective discipline may be used (but is not required) where the GRWDB determines in its discretion that corrective discipline is appropriate.

WORKPLACE POLICIES

Progressive Discipline

The GRWDB adheres to a general philosophy of Progressive Discipline, whereby the seriousness of the discipline escalates upon the occurrence of further conduct warranting discipline. The Executive Director typically will apply discipline in the following sequence, but may skip steps or advance directly to termination, when the circumstances warrant such action in the Executive Director's sole discretion:

1. The first disciplinary action is a verbal warning;
2. The second disciplinary action is a written warning;
3. The third disciplinary action is a suspension or probation; and
4. The fourth disciplinary action will result in termination.

Disciplinary action may be taken at the Executive Director and/or Board of Director's discretion. Disciplinary action can be taken for any violations of policies within this handbook or for any unaddressed or unrelated problems involving job performance. There are situations in which more serious discipline is warranted immediately, and the Executive Director and/or the Board of Directors may impose any level of discipline it determines is appropriate under the circumstances.

This policy is not a contract and does not entitle the employee to any particular level or sequence of discipline before termination. The Executive Director and/or the Board of Directors retains the right to administer discipline in any manner it sees fit. The GRWDB's progressive discipline policy does not alter the "at-will" nature of employment. Irrespective of the progressive discipline policy, either party may terminate the employment relationship at any time for any lawful reason, with or without cause or advance notice.

Attendance

Dependability is one of the most important characteristics we look for in our employees. Regular and on-time attendance is expected for efficient operations at the GRWDB. Excessive absenteeism and tardiness is not only inconvenient but also causes costly problems. While it is recognized that an occasional illness or extenuating personal reason may cause unavoidable absence from work or tardiness, regular on-time attendance is required.

Employees are expected to personally make the effort to notify the GRWDB of any absence or tardiness. Employees should contact their direct supervisor directly to report any absence or lateness prior to their starting time so that arrangements may be made to alter the distribution of work if necessary. If any employee is absent from work for three (3) consecutive working days

without informing their direct supervisor, it will be assumed that the employee resigned, and employment will be terminated as of the last day worked by the employee.

Any employee who fails to maintain an acceptable attendance record may be subject to disciplinary action up to and including termination of employment.

Employment Applications & Resumes

When employment opportunities with the GRWDB arise, the GRWDB may choose to post recruitment ads on a variety of sources such as the Virginia Workforce Connection, social media (LinkedIn, Facebook, etc.), the Virginia Career Works – Blue Ridge website, and other job recruiting websites (Indeed, Monster, etc.). All postings will request information to be provided on the applicants' qualifications such as resume, cover letter, letters of recommendation, etc. A formal application will also be collected from candidates to record demographic information and knowledge, skills, and abilities.

The GRWDB relies upon the accuracy of information contained in employment applications and resumes, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, immediate termination.

Employment Reference Checks & Bonding

To ensure that individuals who join the GRWDB are well qualified and have a strong potential to be productive and successful, it is the policy of the GRWDB to check the employment references of applicants. A background check including criminal history will be completed prior to the potential start date.

The Executive Director and/or Board of Directors will respond to all reference check inquiries from other employers. Responses to such inquiries will confirm dates of employment and position(s) held.

Orientation

During each employee's first days of employment, the employee will participate in an orientation program conducted by their direct supervisor or the Executive Director. During this time, employees will receive important information regarding the performance requirements of their positions, basic GRWDB policies and procedures, compensation and benefits, plus other information necessary to acquaint employees with their job duties and areas of responsibility. Employees will also be asked to complete all necessary paperwork at this time, such as appropriate federal, state, and local tax forms. At this time, employees will be required to present the GRWDB with information establishing their identity and eligibility to work in the United States of America in accordance with applicable federal law.

Employees should use this orientation program to familiarize themselves with the GRWDB and our policies, procedures, and benefits. The GRWDB encourages employees to ask any questions they may have during the orientation so that they will understand all the guidelines that affect and govern their employment relationship.

Introductory Period

During the first ninety (90) calendar days of employment, employees will go through an introductory period where the Executive Director (or Chair or Vice-Chair for the Executive Director position) and each new employee are given an opportunity to evaluate the employment relationship. At the end of this period, you will have a ninety (90) day review. During the introductory period, an employee may voluntarily terminate employment without notice, or if the performance of the employee is not satisfactory as determined by the GRWDB, the employee may be released with or without notice. The GRWDB evaluates employees on a continuing basis and all employees will work in an at-will capacity at all times. The GRWDB reserves the right to terminate an employee at any time during or after the introductory period.

Employee Information

Employees are expected to keep the Executive Director (or the Chair or Vice-Chair in the case of the Executive Director) informed about any major change which may affect their employment status and must promptly notify the Executive Director of any changes in the following personnel data:

- Name
- Address
- Main telephone number
- Marital status
- Number of dependents
- Emergency telephone numbers and whom to notify in case of emergency
- Change of beneficiary
- Authorized payroll deductions
- Additional education and special training course
- Personnel Files

The Executive Director maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, records of training, disciplinary forms, documentation of performance appraisals and salary increases, and other employment records. Personnel files are the property of the GRWDB and access to the information they contain is restricted. Only the Executive Director is allowed access to such information. Employees who wish to review their own files should contact the Executive Director. Within 30 days of receiving a written request, the GRWDB shall provide the employee with a copy of all records/papers retained by the GRWDB, in any format, reflecting the following:

- Employee's dates of employment with the GRWDB
- Employee's wages/salary during employment
- Employee's job description and job title during employment
- Any injuries the employee sustained during employment at the GRWDB

Performance Evaluations

The GRWDB encourages employees and their supervisors to discuss job performance and goals on an informal, day-to-day basis. Supervisors and/or the Executive Director will periodically (generally at the completion of an introductory period and at the end of each fiscal year) conduct formal written performance evaluations. The evaluations may consist of a

personal interview during which an employee's strengths and opportunities for improvement will be discussed and evaluated and recommendation or improvements may be made. These interviews help identify the short and long-range goals of employees and determine how they interrelate with the GRWDB's purpose and objectives.

At its discretion, the GRWDB may give merit-based pay adjustments to some employees that demonstrate superior employee performance. These adjustments are based on a number of factors, including the information within formal performance evaluations.

Any recommendation for a change of duties or an increase in pay must be approved by the Executive Director before any changes take effect. A performance evaluation does not necessarily mean a change in pay or duties.

Confidentiality

The GRWDB is in the business of serving customers of the community with their educational and employment needs. Each employee must sign a confidentiality agreement when they are employed that dictates the importance of confidentiality and to minimize risk of sharing of personal identifiable information of the WWWD's customers. Disclosure of confidential information could lead to discipline up to and including termination.

Conflict of Interest

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. The purpose of this guideline is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Executive Director for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of GRWDB's business dealings. For the purposes of this policy, a relative is any person who is related by blood or by marriage, or whose relationship with the employee is similar to that of persons who are related by blood or by marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to the Executive Director as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which GRWDB does business, but also when an employee or relative receives kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving the GRWDB.

Specifically, the GRWDB prohibits the solicitation and acceptance of gifts or gratuities by officers, employees and agent for their personal benefit. Violators of this policy will be subject to disciplinary action which could include immediate termination.

Off-Duty Conduct

Employees who engage in or are associated with illegal or otherwise harmful conduct that adversely affects the organization or its public image, or their own ability or credibility to carry out employment responsibilities may be subject to disciplinary action, up to and including termination of employment.

Employment of Relatives and Employees with Close Personal Relationships

Relatives and domestic partners may be hired by the company if (1) the persons concerned will not work in a direct supervisory relationship, and (2) the employment will not pose difficulties for supervision, security, safety, or morale. For the purposes of this policy, “close personal relationship” means relatives, persons that live in the same household, persons that are dating, engaged, or romantically involved, and any other persons with some close personal relationship that may create an actual or perceived conflict of interest. “Relatives” are defined as spouses, children, siblings, parents, or grandparents or corresponding in-law or “step” relation.

GRWDB permits the employment of qualified persons with close personal relationships to employees as long as such employment does not, in the opinion of GRWDB, create actual or perceived conflicts of interest. The GRWDB will exercise discretion in the placement of employees with close personal relationships in accordance with the following guidelines:

- (1) Employees with close personal relationships are prohibited from working in a direct reporting or supervisory/management relationship. That is, no employee is permitted to work within the “chain of command” of an employee with a close personal relationship such that one employee’s work responsibilities, salary, or career progress could be influenced by the other employee’s actions or omissions. Employees who indirectly supervise/manage other employees with whom they have close personal relationships must disassociate themselves from any actions regarding the other employees.
- (2) Employees with close personal relationships are prohibited from working in the same department or in any other positions in which the GRWDB determines an inherent conflict of interest may exist.
- (3) Employees with close personal relationships are prohibited from working in positions where they will work with or have access to sensitive information regarding any person with whom they have a close personal relationship.

At hire or at any point during employment, when the GRWDB determines any relationship appears to become a close personal relationship, creates or appears to create a conflict of interest, or interferes with a harmonious work environment or the productivity of employees, such relationships will be addressed. If not resolved, the GRWDB may transfer job duties (e.g. supervision, evaluation, and discipline responsibilities), demote employees, transfer employees and, if not resolved, terminate employees.

Employees with close personal relationships are required to disclose such relationships at the time of hire or when the relationship becomes apparent. Any existing close personal relationships must be disclosed immediately, evaluated, and managed as provided in this policy regardless of date of hire. Failure to disclose a close personal relationship may result in discipline up to and including termination of employment.

Employees with questions or concerns about other employees with close personal relationships should report such concerns to their supervisors/managers, or the Executive Director. All efforts

to discuss, investigate, or address close personal relationships will be confidential to the extent possible. Employees will not be disciplined for reporting, in good faith, concerns about other employees with close personal relationships or perceived and actual conflicts of interest.

Position Information/Changes in Status

Advancement

The GRWDB believes in promoting from within the GRWDB. We want employees to have the opportunity for promotion to positions of more responsibility and higher pay within the GRWDB. A promotion may be based on such factors as quality and quantity of work, prior job performance, experience, educational background, attendance record, safety record, and the ability to work well with others. We reserve the right to look outside the organization if we feel that an employee with the best qualifications cannot be found within the organization.

Reduction of Workforce

In the event that a reduction in the GRWDB's workforce becomes necessary, employees over and above the number determined by the GRWDB as needed to perform the available work will be terminated. In determining those employees to be retained, consideration may be given to the quality of each employee's past performance, the need for the position held by the employee, and with all other factors being equal, length of service of each employee. The determination of whether a reduction in force may be carried out, as well as which employees may be included in any such reduction, rests in the sole discretion of the Executive Director and/or the Board of Directors.

If feasible, but not as a vested right, employees subject to termination may be given a notice prior to the anticipated termination.

Separation from Employment

An employee may be separated from employment voluntarily or involuntarily by voluntary resignation, discharge/termination, layoff, or retirement.

Employees desiring to terminate their employment relationship with the GRWDB are urged to provide the Executive Director with advance written notice of at least two weeks. Proper notice allows the GRWDB sufficient time to allocate tasks so as to not disrupt daily business. GRWDB will not allow leave to be scheduled during this two-week transition period. Not giving and/or not completing the two-week notice can result in forfeiture of any accrued annual leave or severance pay.

Exit Interview

Exit interviews with the Executive Director may be scheduled for outgoing employees. The purposes of these interviews will be to ensure that all necessary forms are completed, to collect all GRWDB property that may be in the employee's possession, to discuss employee benefits, and to provide employees with an opportunity to discuss their job-related experiences and effectiveness of the GRWDB's personnel policies and practices.

Personal Appearance/Clothing

We believe that a professional image enhances our work product. In part, we convey that image through the appearance of our employees. Neatness, attention to personal hygiene and professionalism in dress, orderliness in the care of the GRWDB equipment, interest in the work

assigned, and a courteous cooperative attitude toward clients are recognized and appreciated business assets.

Media Contacts

All media inquiries, requests for statements or interviews, and other media contacts should be referred to the Executive Director. Employees should not submit letters to the editor, op-eds, or articles for publication that refer to the GRWDB's business or respond to media inquiries or speak to the media on the GRWDB's behalf, without permission from the Executive Director.

Telephone Policy and Employee Cell Phones

Communicating to clients or the public via phone is a common practice in this line of business. Thus, all employees must be courteous on the phone and maintain good service and public relations. Employees should answer the phone promptly, identify your position and your name, transfer calls tactfully, check back with the caller to see if their request was properly resolved, and give accurate information but maintain confidentiality. All workplace policies in this handbook apply to conversations on the telephone, email, or any other electronic communication.

Employees are asked to make any personal calls on non-work time when possible and to ensure that friends and family members are aware of the GRWDB's policy. Flexibility will be provided in circumstances demanding immediate attention and/or emergency situations.

Workplace Bullying

The GRWDB will not in any instance tolerate bullying behavior. Bullying may be intentional or unintentional. Bullying is defined as repeated inappropriate behavior, either direct or indirect, whether verbal, physical, gesture, cyber, exclusion or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment. All employees must treat each other and the GRWDB's clients, vendors, etc. with dignity and respect. Employees found in violation of this policy will be disciplined, up to and including termination.

Insubordination

The GRWDB operates on a system of mutual respect between supervisory staff and employees. The Executive Director must treat employees with dignity and understanding, and employees must show due regard for leadership.

Insubordination occurs when employees unreasonably refuse to follow, intentionally disobey, or ignore the instructions of supervisory staff.

Insubordinate employees will face discipline, up to and including termination. This policy applies to all employees equally, regardless of job titles.

GRWDB Property

The GRWDB has invested a great deal of money in the facilities and equipment that you use to perform your job. GRWDB property includes, for example, the GRWDB's real property (office buildings) and personal property (office equipment, etc.) leased or owned by the GRWDB. Abuse, misuse or avoidable wear and tear of GRWDB property harms the GRWDB's bottom

line and success as an organization. GRWDB property should be treated with respect. The following are examples of prohibited actions with regard to GRWDB personal and real property:

- Deliberate damage to, or destruction of, or removal or theft of the property of the GRWDB, of another employee or of a customer;
- Intentional waste of material or abuse of GRWDB equipment;
- Negligent use of GRWDB property;
- Creating unsanitary conditions, or other violations of health rules or health or sanitary standards (such as smoking or vaping in the office);
- Using GRWDB property for personal use or any other unauthorized uses;
- Unauthorized entry into or on GRWDB buildings or work areas; or
- Tampering with GRWDB property or facilities to change its aesthetics, use or safety without authorization from the Executive Director.

Those who violate this policy will be disciplined, up to and including termination.

When your employment with the GRWDB ends, we expect you to return GRWDB property and to return it clean and in good repair. This includes all manuals and guides, documents, phones, computers, equipment, keys, and electronics. These items are GRWDB property and must be returned. Employees may be required to reimburse the GRWDB for lost, stolen, or damaged equipment that are the result of negligence or willful misconduct by the employee. Reimbursement should be paid based on the replacement cost of the item.

The GRWDB reserves the right to take any lawful action to recover or protect its property.

To promote safety and security, all GRWDB property provided and available to employees are subject to search, without prior notice or consent, when business conditions necessitate. Consequently, there should be no expectation of privacy in/on GRWDB property, and as such, please do not put anything in these areas which are personal to you and which you would not want the GRWDB to see upon inspection.

Workplace monitoring may be conducted by the GRWDB to ensure quality control, employee safety, security, and client satisfaction. This includes monitoring of phones and computers.

Smoking Policy

Smoking of any kind (i.e. tobacco, marijuana, e-cigarettes, vaping) is prohibited in the office or in GRWDB premises, in GRWDB vehicles (if applicable) and at the Virginia Career Works Centers. The GRWDB does not specifically allow for smoking breaks. Please see the Executive Director for guidelines regarding any questions or concerns.

ELECTRONIC AND INTERNET USE POLICY

General Use

The use of the GRWDB's automation systems, including computers, fax machines, and all forms of Internet/intranet access is for GRWDB business and for authorized purposes only. Brief and occasional personal use of the electronic mail system or the Internet is acceptable as long as it is not excessive or inappropriate and does not result in expense or harm to the GRWDB or otherwise violate this policy.

Use is defined as “excessive” if it interferes with normal job functions, responsiveness, or the ability to perform daily job activities. Electronic communication should not be used to solicit or sell products or services that are unrelated to the GRWDB’s business; distract, intimidate, or harass coworkers or third parties; or disrupt the workplace.

All information transmitted, composed, sent, or received on the electronic communications systems are and remain the property of the GRWDB. They are not the private property of any employee. This information is also subject to the Freedom of Information Act as laid out in the Code of the Commonwealth of Virginia. Employees have NO expectation of privacy for their use of the Internet and/or email or any other form of electronic communication made using GRWDB property or done during working hours. The use of the GRWDB’s electronic communications systems is reserved for the conduct of business at the GRWDB. The GRWDB’s electronic communications system may not be used to solicit or promote commercial ventures, religious or political causes, outside organizations or other non-job-related ventures. The GRWDB’s electronic communications system are not to be used to create any offensive, threatening or disruptive messages. The GRWDB reserves and intends to exercise the right to monitor, review, audit, intercept, access, record, and disclose any or all information created, transmitted, received or otherwise communicated via the GRWDB’s electronic communications systems for any purpose without prior notice.

Social Media

The same principles and guidelines found in the GRWDB’s policies apply to employee activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, employees should consider some of the risks and rewards that are involved. Employees should keep in mind that any conduct that adversely affects job performance, the performance of fellow employees or otherwise adversely affects clients, people who work on behalf of the GRWDB or its legitimate business interests may result in disciplinary action up to and including termination.

EMPLOYEE CONCERNS

Whistleblower Policy

A whistleblower as defined by this policy is an employee of the GRWDB who reports an activity that he or she considers to be illegal or dishonest to one or more of the parties specific in this policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with those responsibilities. Examples of illegal or dishonest activities are violations of federal, state or local laws; billing for services not performed or for goods not delivered; misuse of credit card and/or payment information; and other fraudulent financial reporting.

If any employee has knowledge of, or a concern regarding illegal or dishonest fraudulent activity, the employee should contact his or her direct supervisor. An employee who intentionally files a false report of wrongdoing will be subject to disciplinary action up to and including termination. Whistleblower protections are provided in two important areas – confidentiality and retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained; however, identity may have to be disclosed to conduct a thorough investigation, to comply with the law, and/or to provide accused individuals their legal rights of defense. The GRWDB will not retaliate against a whistleblower. This retaliation prohibition includes, but is not limited to,

protection from adverse employment action such as termination, compensation decreases or poor work assignments, and threats of physical harm. Any whistleblower who believes he or she is being retaliated against should contact the Executive Director and/or Board of Directors immediately. The right of a whistleblower for protection against retaliation does not include immunity for personal wrongdoing.

All reports of illegal and dishonest activities should be promptly submitted to the Executive Director for investigation and coordination of corrective action.

Employees with any questions regarding this policy should contact the Executive Director.

Reporting Irregularities

It is the responsibility of each employee of the GRWDB to report, immediately, any and all irregularities indicating actual or suspected existence of loss, fraud, embezzlement or similar impairment of the GRWDB's funds or property, suspicious persons or activity, or any violations of laws or the policies of the GRWDB as set forth herein or otherwise to his/her direct supervisor, to the Executive Director, or to the Board of Directors. If an employee's actual or constructive knowledge of any irregularity exists, and the employee does not report it, that employee has engaged in unacceptable job performance. No reprisal, retaliation, or other adverse action will be taken against an employee for making a bona fide complaint or report or for assisting in the investigation of any such complaint or report. Employees are not to engage in internal investigations regarding suspected irregularities unless directed to do so.

The GRWDB encourages all employees submitting a complaint or reporting an irregularity to provide us with as much detailed information as possible. Providing detailed, rather than general, information will greatly assist the GRWDB in effectively investigating complaints and addressing any concerns. This is particularly important where an employee submits a complaint on an anonymous basis, since it will be impossible for us to contact the reporting employee with requests for additional information or clarification.

Accommodations

It is the policy of the GRWDB to comply with the Americans with Disabilities Act (ADA), as amended, and all other applicable federal and state laws concerning the employment of individuals with disabilities. The GRWDB policy prohibits discrimination against qualified individuals with disabilities with regard to access, application, hiring, advancement, discharge, compensation, training, or other terms, conditions, and privileges of employment. A qualified applicant or employee is any individual who can perform the essential functions of the job in question, with or without reasonable accommodation.

The GRWDB will afford reasonable accommodations to qualified applicants and individuals with disabilities that will enable them to perform the essential functions of a job unless doing so would create an undue hardship or would cause a direct threat to the health or safety of the individual or others in the workplace that cannot be eliminated or reduced by reasonable accommodation. Please contact the Executive Director with any questions or requests for accommodation.

ACKNOWLEDGEMENT AND RECEIPT OF EMPLOYEE HANDBOOK

I acknowledge that I have received a copy of, or that I have been provided access to an electronic, downloadable version of, the Western Virginia Workforce Development Board Employee Handbook dated July 1, 2022 and agree that it supersedes and replaces all prior employee handbooks. I understand it is my responsibility to read, understand and comply with the policies, procedures and other information contained in the employee handbook and I agree I have or will do so.

I understand that the information in the employee handbook represents guidelines only and that the GRWDB reserves the right to modify this employee handbook or amend or terminate any policies, procedures, or employee benefit programs, whether or not described in this employee handbook, at any time, or to require and/or increase contributions toward any benefit programs.

I understand that this employee handbook is not a contract of employment, express or implied, between me and the GRWDB, and that I should not view it as such, or as a guarantee of employment for any specific duration. I also understand that my employment is at-will and either myself or the GRWDB may terminate the employment relationship at any time, for any reason, with or without cause or notice.

I further understand that no supervisor or representative of the GRWDB, other than the Executive Director, has any authority to enter into any agreement guaranteeing employment for any specific period of time. I also understand that any such agreement, if made, shall not be enforceable unless it is in a formal written agreement signed by both me and the Chair (or Vice-Chair in his/her absence) from the Board of Directors.

Employee Name (Print)

Employee Signature

Date

REVIEW OF VIRGINIA CAREER WORKS- FRANKLIN CENTER

Prepared for the Greater Roanoke Workforce
Development Board

June 2023



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INTRODUCTION

This report is a study of current space, programming, operations, and partner relations at The Franklin Center for Advanced Learning and Enterprise, also known as the Virginia Career Works – Franklin Center. The work can help benchmark and understand the Center’s current offerings, capacity, and scope. The process incorporated data supplied by the Center, interviews with 15 stakeholders, and an on-line survey to Franklin County businesses. The information in this report should be the first step toward informing a much-needed strategic plan for the Center.

OVERVIEW

The Franklin Center (TFC) was created in 2005 as a center for workforce development. A model, according to institutional memory, was Botetourt County's Greenfield Education and Training Center as a home for selected course offerings from Virginia Western and Patrick & Henry Community Colleges. At the time, legislators, the Virginia Tobacco Region Revitalization Commission, and state higher education officials were focusing on strengthening workforce development as an important component of economic development and the Tobacco Commission contributed support to the creation of TFC.

It is not a surprise that the world has changed dramatically since TFC opened. Increasingly complex technology has most likely had the greatest impact on workforce qualifications and the delivery of educational offerings which in turn have had an impact on TFC. But changing population demographics, funding challenges, and COVID-19 have left marks on the center's operations and ultimately its strategy for the future.

Key issues:

- COVID-19 forced TFC to go virtual. Classes largely were delivered on-line, directly to the home, and many have remained that way affecting utilization of TFC. In 2013, Virginia Western Community College offered 26 in-person classes. In Fall 2022, the college offered 2 classes in-person.
- Technology is affecting outcomes as well such as the requirement for GED certification to be conducted on-line which has dramatically affected completion rates dropping from 100 students earning diplomas to less than 20.
- Funding cutbacks forced the 2015 withdrawal of Patrick & Henry Community College after already reducing the number of classes from 19 to 3. Reduced funding also forced the Virginia Employment Commission to cut weekly on-site service to 1 day.
- TFC partner revenue has decreased along with services resulting in the most significant reduction from Virginia Western of \$33,000 annually.
- Changing demographics have influenced high school enrollment and freed up space at Franklin County High School for classes and eliminated the need for teachers to spend time traveling between TFC and the high school. A new CTE facility at the school will further impact TFC.

Despite a dramatically changing environment, there have been few substantive changes to the TFC business model. Now is an excellent opportunity to reevaluate how TFC can best serve the employers and citizens of Franklin County and contribute to its economic development goals.

MISSION

The mission of The Franklin Center for Advanced Learning and Enterprise is to promote and enhance workforce and economic development through lifelong learning in the Franklin County and Southside Region.

Most, but not all, interviewees agreed on the alignment of the mission and TFC. Others questioned:

- What does lifelong learning mean in context of TFC?
- Is TFC providing or creating lifelong learning or simply housing those that do?
- In what ways does TFC serve the Southside Region beyond Franklin County?
- Do resource providers, such as the Virginia Employment Commission, Brain Injury Services, etc. fit the mission of lifelong learning?

STAFFING

TFC employs three full-time and a part-time employee all of whom have written job descriptions. There are no performance goals associated with the job descriptions. The positions are:

- Executive director
- Operations assistant
- Operations assistant II
- Receptionist

The executive director “Provides executive leadership, vision, and management of Workforce Development with the primary objective of helping individuals prepare for work and careers through **credential attainment**, and doing so in partnership with the traditional academic operations of the college partners, with local business and industry, government agencies, nonprofit organization clients, and with regional K-12 partners as appropriate.”

Among other responsibilities are strategic planning, marketing, and technical assistance to existing business and industry that are requesting funding for incumbent worker training and retraining efforts. The director is also charged with collecting and distributing to partners “relevant and up-to-date data related to employment trends, training and education needs of the citizens and employers.”

Examples of these responsibilities were uneven in stakeholder interviews. The executive director was recognized for keeping communication channels flowing with forwarded emails to partners. Some partners saw room for better collaboration among partners that could strengthen programs, events, and activities.

The staff support positions are focused on customer service and administrative tasks including record keeping. While a lot of data were provided by the executive director and staff, they are inconsistent in timeframe (fiscal year vs. calendar year) and agreement among documents although the differences do not fundamentally change analysis in this report.

The size of the staff enables TFC to operate extended hours Monday-Thursday (8:30a-7:30p). These responsibilities appear to be executed well according to the 15 interviews which lauded the executive director and staff for customer service, responsiveness, and condition of the facility.

STRATEGY

There is no mention of TFC in the Franklin County strategic plan which was the only strategic plan provided for this report. Identical TFC business plans for 2022 and 2023 were reviewed. In addition to mission and vision, goals and objectives include:

- Develop marketing actions.
- Seek alternate funding sources.
- Promote curriculum development to support workforce, economic mission and opportunities that strengthen our region's economy.
- To increase the classes offered in demand occupations and those that address business needs.

The business plan also includes “performance measures” which are activity inventories by fiscal year without actual versus performance goals. Budget strategies are:

- Advocate for and develop a financing plan for expanded career and technical education training with consideration of mentoring and apprenticeship programs.
- Actively pursue STEM-H focus at the Franklin Center
- Pursue a strategy to increase collaboration and specific efforts with the Franklin County School Board to enhance the school system's effectiveness and outcome accountability in tailoring Pre-K-12 education to ensure that we can graduate students who will contribute to a highly trained workforce.
- Maximize partnerships among institutions of higher education and prospective businesses to align and coordinate strengths from those programs with needs and demands of current and future businesses.

It is unclear in the business plan whether there are timeframes or metrics for achievement. A separate marketing plan is four sentences and does not include specific goals or tactics.

PROGRAMMING

A former Franklin County official, who was around when TFC was conceived, said, “The Franklin Center was designed to be hardware; not software.” Meaning, it was perceived to be a host or convener but not a programmer. In interviews with 15 stakeholders, all of them ranked the excellent condition of the facility and its availability to community organizations for meetings and events as the greatest assets of the Center. None of those interviewed recognized TFC as an originator or implementer of training programs although several stakeholders referenced TFC services such as job/hiring events and the posting of job openings.

TFC has delivered on attaining a grant from the Carilion Foundation for equipment for a training lab for nursing and health sciences. This facility upgrade has helped attract providers such as Ferrum College and Virginia Western who develop and implement classroom instruction.

TFC can play a role in generating interest in courses but that responsibility is not strongly implemented. The institutions themselves, Virginia Western, Franklin County Public Schools, and Ferrum College generate interest as well as provide the instructors and material.

In-person instruction has shrunk post-Covid and interviewees were not optimistic that growth will return along the traditional model and providers. Patrick & Henry Community College (P&H) has expressed optimism in increasing offerings at TFC. P&H, according to its president, is a national center of excellence in career and technical education (CTE). Engagement between TFC, P&H, and CTE will depend on space requirements; many of P&H concentrations (motorsports, welding) require high bay or industrial space.

Moving forward there are two factors that influence continued enrollment and success from providers such as VWCC and P&H. Interviews raised questions as to the ability to provide enough interest in classes to make them worthwhile. Providers also expressed frustration in finding qualified instructors for classes that appear to have obvious interest particularly allied health careers.

CAPACITY

As one interviewee stated, “The Franklin Center is only equipped for sit-down training; not hands on training.” This limits capacity for in-demand occupational training such as welding or machining. Certainly, existing employers may be able to supply such space for their own training needs. But enterprise training by skill or certification might require multi-purpose high bay space. This might be remedied by the construction of a new CTE facility for the high school.

There is little evidence that TFC proactively creates training opportunities that would be customized for individual companies or for community need. Staff does not have a call program for existing business. The website does not mention customized training.

TFC hosts education providers who are implementing their own agenda of programming. However, TFC roles include organizing semi-annual job fairs, hosting employer-specific job fairs, collecting resumes for local business, and hosting community meetings. TFC serves a valuable role as a community gathering place for community organizations such as Rotary and business roundtables. It also provides office space for the Tobacco Commission and fills a niche for meeting or training space not available elsewhere.

Employment service providers such as the Virginia Employment Commission, Virginia Department for Aging and Rehabilitative Services, Brain Injury Services, Financial Aid (DCC/EOC), Piedmont Community Services are on-site intermittently during the week or month.

The resource room was mentioned by interviewees as an asset for TFC because of its computers and technical assistance. However, traffic reports show utilization has not recovered post-COVID. (It is unclear if this is due to a change in the procedure of logging into TFC services.)

The facility utilization study provided by TFC indicates available capacity with some rooms experiencing limited use. Of course, the variety of sizes and layouts in the building would not be usable in all situations.

COMMUNITY AWARENESS

The marketing plan does not address target audiences, goals, or tactics. About half of interviews thought it was an unknown community asset for assisting job seekers (via VEC and other services) and should promote its assets via a media plan. The website has a great a number of dead or misdirected links and missing information. An inventory of web issues can be provided.

However, the survey of local business and industry indicated that 85 percent of businesses were aware of TFC and 43 percent rated it occasionally valuable and 56 percent rated it valuable. Responses noted examples of TFC services they had used:

- Job postings (33 percent)
- Attended meetings (66 percent)
- Classes (33 percent)

Seventy-one percent of respondents indicated the need for training resources. English and Spanish classes were requested by 60 percent.

REVIEW OF VIRGINIA CAREER WORKS-FRANKLIN CENTER

OUTCOMES

Traffic in the center suffered from COVID and the changing nature of how education is delivered. Overall traffic has not returned to pre-COVID levels as evidenced by declines in:

- Telephone calls
- Adult education
- VWCC
- SESEP
- DARS
- Resource room
- Lecture hall
- Multi-purpose room

*The traffic report is gross numbers and does not distinguish unique visitors or differentiate between clients, service providers, and staff.

TRAFFIC REPORT	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23 (11 mo.)
Total Visitor Transaction	48770	47398	34965	17117	33310	25324
New Customers	252	192	138	2	0	0
Telephone Calls	3644	3477	3656	3842	1808	1550
Local Job Orders	1663	1330	833	1041	1390	1591
AEC	3139	3242	2066	1332	1394	2689
Piedmont Community Svcs			103	22	207	119
Ferrum College		108	26	201	274	478
Mary Baldwin College	105	104	59	0	0	0
VWCC	33437	33511	24439	11261	22184	7641
WIB				15	20	0
Ross, IES		559	320			
Rescare	906					
SESEP	770	777	514	203	209	183
VEC	639	480	411	687	810	700
DARS	818	695	499	174	448	426
Brain Injury Services	58	65	50	57	69	42
Financial Aid (DCC/EOC)	182	128	124	114	64	73
MP Rooms	5778	5029	3807	3330	4053	3783
Lecture Classroom	4174	3333	2549	1277	2535	3948
Resource Center	694	559	363	85	106	122
SML Chamber	86	332	184	85	70	40

REVIEW OF VIRGINIA CAREER WORKS-FRANKLIN CENTER

Diplomas, GEDs, degrees, and career readiness certificates are rebounding from pre-COVID.

ON-SITE PARTNER	Classes/ Programs		Enrollees		Certificates/ Degrees/GEDs		Job Placements	
	21	22	21	22	21	22	21	22
AEC	12	18	146	133	8	17	n/a	3+
VWCC	10	24	86	769	54	105	n/a	40
Ferrum College	2	2	18	12	7	12	n/a	n/a
FCHS	n/a	5	305	163	n/a	n/a	n/a	n/a

Certifications and continuing education certificates are rebounding with 564 awarded to date in 2023. The trend line would indicate that 2023 will be the most active year in recent memory. Franklin County Government is the largest user of TFC space for certification training.

ENTITY	2018	2019	2020	2021	2022	2023*
STEP, Inc.	30	22	34	30	22	30
FC Maintenance Dept.	n/a	n/a	n/a	n/a	2	0
FC Parks & Recreation	n/a	n/a	n/a	n/a	7	0
FC Office of the Sheriff	209	88	u/k	30	30	26
FC Public Safety Dept.	409	583	238	192	u/k	154
FC CSA	0	0	0	0	0	24
Jeff Scott (Contractor Code Recertification)	u/k	u/k	u/k	u/k	50	54
Procon, Inc. (OSHA, First Aid, CAST)	91	50	70	227	75	0
VA Co-Op Ext.	51	110	55	0	4	0
Rockydale Quarry (MSHA)	0	0	0	0	0	38
VDEM ICS 400	0	0	0	0	0	24
PCS: Mental Health	0	0	0	0	0	25
FCPS	0	0	0	0	0	24
Hunter Safety	0	0	0	0	0	11
DSS Medicaid Training	0	0	0	0	0	41
VASP	0	0	0	0	0	40
VA Criminal Sentencing	0	0	0	0	0	24
ReVive Training	0	0	0	0	0	37
safeTALK	0	0	0	0	0	12
TOTAL	709	721	363	449	168	564

REVIEW OF VIRGINIA CAREER WORKS-FRANKLIN CENTER

PARTNERSHIPS

TFC has long-term relationships with 13 on-site partners most of whom provide services and who generate revenue based on facility use. There are also 10 off-site partners whose relationships with TFC are less defined. Three provide a minimal level of financial support which mostly gives them occasional access to the facility.

PARTNER	YEARS AFFILIATED	ON-SITE HOURS PER WEEK	ANNUAL REVENUE (2022)
AEC	24	40	\$5,000
Piedmont Community Services	4	14	\$2,000
Ferrum College	5	Variable	\$5,000
VWCC	24	27	\$15,000
WIB	24	0	0
SESEP (Goodwill)	24	20	In-kind services
VEC	24	7	\$6,300
DARS	24	40	0
Brain Injury Services	16	7	\$500
Smith Mountain Lake Chamber	5	Variable	\$1,000
Financial Aid (DCC/EOC)	24	7	
Tobacco Region Revitalization Commission	7	40	\$6,500
Virginia Department of Veterans Services	24	6	
Franklin County	24	0	\$250,000 + services
Franklin County Department of Social Services	24	0	
Franklin County High School	16	0	
Franklin County School Board Office	16	0	
Helping Hands of Franklin County	24	0	
Roanoke Regional SBDC	2	0	
Southern Area Agency on Aging	16	0	\$250
STEP, Inc.	16	0	\$2,000
Town of Rocky Mount	24	0	\$5,000
Virginia Cares	16	0	

REVIEW OF VIRGINIA CAREER WORKS-FRANKLIN CENTER

Revenue has changed as the presence of on-site partners has changed. Providers have left, reduced presence, or increased presence. Overall partner revenue fell \$22,000 from FY22 (\$68,800) to FY23 (\$46,450).

	FY2023	FY2022	FY2021	FY2020
DARS	\$5,000	\$5,250	\$5,000	\$5,000
BIS	\$ 500	\$ 500	\$ 250	\$1,125
FCPS	\$5,000	\$5,000	\$5,000	\$5,000
GOODWILL	In-kind	In-kind	In-kind	In-kind
MARY BALDWIN				\$4,000
SML Chamber	\$1,000	\$1,000	\$1,000	\$1,000
Piedmont Comm. Svcs.	\$2,000	\$2,000	\$2,000	\$2,000
SAAA	\$250	\$250	\$250	\$250
STEP, INC.	\$2,000	\$2,000	\$2,000	\$2,000
TRRC	\$6,500	\$6,500	\$6,500	\$6,500
Town of RM	\$5,000	\$6,000	\$6,000	\$6,000
VA Co-op Ext.				\$1,000
VEC	\$4,200	\$6,300	\$8,825	\$2,000
VWCC	\$15,000	\$24,000	\$48,000	\$48,000
Ferrum College	\$5,000	\$5,000	\$2,000	\$2,000
Ross IES				\$2,500
WIB		\$5,000	\$5,000	
TOTAL	\$46,450	\$68,800	\$91,825	\$88,375

A majority of partners were complimentary of the staff and the facility. When asked what they would do without TFC, most said they would be able to provide services in an alternate location. Some interviewees noted the lack of collaboration between partners saying that collaborative action has declined over the years.

OBSERVATIONS

In summary, TFC is valuable and well known as a community gathering place offering spaces that are unavailable elsewhere. It is recognized as a beautiful facility that is well maintained and well-staffed to serve its tenants.

It is a host to the concept of lifelong learning but does not, due to a variety of factors, influence programming that closely aligns to Franklin County's industrial mix, target industries, and economic development goals.

After almost 20 years with little change to its business model, this report is a starting point to revisit TFC in the context of 21st century workforce, education, and training.