



## Policy For Booking Pledges

Pending Board Approval September 25, 2023

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The Community Foundation of the Dan River Region will only book pledges at year-end and only if they are considered to be material to the financial statement of the organization by the Executive Committee.



Community  
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Dan River Region

541 Loyal St · Danville, VA 24541 · 434.793.0884 · www.cfdr.org

## BEREAVEMENT POLICY

Pending Board Approval September 25, 2023

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It is the policy of The Community Foundation of the Dan River Region to grant bereavement leave to all full-time and part-time employees. Bereavement leave, up to three days, at the discretion of the Executive Director, may be allowed for a death in the immediate family. Any additional time needed may be taken as ~~vacation~~ **Annual Leave Time**. Temporary employees do not ~~received~~ receive bereavement leave. The term “immediate family” includes the following: spouse, partner, child, ~~step-child~~ **stepchild**, parent, grand-parent, spouse’s parent, brother, sister, grandchild or any relative who resides with an employee.

~~**Paid Time Off (PTO)**~~  
**Annual Leave and Sick Leave Time Policy**

**Pending Board Approval September 25, 2023**

**I. OBJECTIVE**

To provide a quality-of-life benefit for all employees, recognizing the needs of employees and of their families.

To provide all full-time employees with paid time away from work that can be used for vacation, personal illness or to care for dependents.

To provide employees with flexibility in how they use their time away from work.

To provide the Board of Directors with an understanding and assurance that employees will be treated consistently and uniformly with respect to benefit programs.

**II. ANNUAL LEAVE POLICY**

A. Eligible employees (i.e., regular full-time employees) earn annual leave as follows:

- A new employee will earn five days of annual leave after a probationary period of 90 days.
- A year, in the case of annual leave, will be defined as the time between hire date anniversaries.
- Moving forward, annual leave will be earned on the employee’s hire date anniversary.
- A maximum of ten days of unused annual leave may be carried over to the next year.
- Any remaining annual leave, above the ten days that can be carried over, will be paid out to the employee in the pay period following the hire date anniversary. Unused annual leave of ten days or less must be carried over and will not be paid out.

<b>DAYS/YEARS OF SERVICE</b>	<b>TOTAL ANNUAL LEAVE</b>
Ninety (90) days until 1 year	Five (5) days
One (1) year until five (5) years	Ten (10) days
Five (5) years until ten (10) years	Fifteen (15) days
Ten (10) years forward	Twenty (20) days

B. Should an employee resign during the year, and if they give proper notice and are in good standing, they shall be paid for all remaining annual leave time for the year.

C. Employees should make written application to the Executive Director for the use of annual leave. Annual leave must be scheduled reasonably in advance using the **PTO Leave Request Form**, and requests must have supervisory approval, except in the case of illness, or emergency. The Executive Director must also schedule his or her annual leave reasonably in advance using the **PTO Leave Request Form**, except in the case of illness or emergency. The President of the Board shall approve requests for annual leave submitted by the Executive Director. In cases of emergency, for all employees, the form should be submitted as soon as reasonably practicable. A copy of the **PTO Leave Request Form** request form is attached to this document as Form 1.

- D. Annual leave time should be taken in at least half day increments.
- E. No more than one staff member can be off at any one time. First come, first served will be the policy regarding who gets approval. The Executive Director will have the final say ~~se~~ regarding annual leave requests.
- F. Employees should not make requests to be off more than five (5) days at any one time unless a special circumstance exists.

### III. SICK LEAVE TIME POLICY

- A. Eligible employees (i.e., regular full-time employees) earn sick leave time beginning after their ninety (90) day probationary period.
- B. Employees earn one (1) day per month beginning after the 3rd month of employment for a total of nine (9) days in the first year and twelve (12) days every year thereafter.
- C. Employees may carry over sick leave time year to year until a maximum of thirty (30) days total has been banked. An employee may not bank more than thirty (30) days at any one time.
- D. Should an employee resign their employment they will not be paid for any unused sick leave time.
- E. Should an employee be out of work for more than three (3) days, The Foundation reserves the right to request a physician note for the time away from work and a release note to return.
- F. Short periods of time off for a medical appointment or dental appointment will be permitted at the discretion of the Executive Director with no impact on ~~vacation~~ annual leave or sick leave time.
- G. Sick leave time is not earned for periods when unpaid leave is taken, or when short or long-term disability benefits are being received or when ~~workman's~~ worker's compensation benefits are being received.
- H. Sick leave time shall be used by employees when they are not able to report to work due to their illness. Sick leave may also be used to care for dependents when they are sick. Upon return to work, the employee shall complete a Leave Request Form and give it to the Executive Director for approval and record-keeping purposes.

### IV. Other

- A. PTO is Annual leave and sick time leave are not earned by temporary or contract employees or those whose job descriptions specifically exclude this benefit.
- B. Multiple unscheduled absences may subject an employee to corrective disciplinary action.
- C. All Foundation employees are responsible for understanding and complying with this policy. ~~Within 30 days of receipt of this policy, each Foundation employee shall complete the Acknowledgement of Receipt Form that is attached to this document as Form 2.~~ Employees confirm their understanding of this policy by signing the Employee Handbook Acknowledgement of Receipt form.



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## CONFIDENTIALITY POLICY

Pending Board Approval September 25, 2023

### POLICY

Any information about The Community Foundation of the Dan River Region and its applicants, grantees, donors, prospective donors, and any personal information about employees or other confidential information obtained as a result of working for or involvement with The Foundation shall be considered confidential and should be discussed only as appropriately required in connection with The Foundation's work. All information concerning an applicant, grantee, donor, prospective donor, or other confidential information must be maintained in confidence, and particular care must be taken to avoid discussion of Foundation affairs with third parties, unless authorization to do so is obtained from the President, Executive Director, Board President or as required by law.

All files, documents and working papers of The Foundation are the property of The Foundation. Any employee or Board member who purposely, or through a failure to exercise reasonable care, causes confidential information to be disclosed, unless such confidential information has been previously disclosed publicly, will be subject to disciplinary action, up to and including termination or discharge from the Board. The obligation to keep information confidential continues even after an employee/Board member ceases to be employed by The Foundation or ceases service on the Board.

*Personal Addresses* – It is the policy of The Foundation not to give our staff, donor, or Board members' personal addresses or phone numbers to outside persons (with the exception of the ~~human resource department's~~ Executive Director's dealings with benefit providers). Anyone asking for personal information on staff or Board members should be instructed to forward all calls, mailings or invitations to The Foundation's office.

### AGREEMENT

By signing below, I acknowledge that 1) I have received a copy of the Confidentiality Policy; 2) I have read and understand the Policy; and 3) I agree to abide by this Policy in my role as an officer, director, contractor, or employee.

I acknowledge and agree that all confidential information and grant files, contribution files, donor records, donor lists, charitable gift information, resource development data, manuals, letters, contracts, agreements, notes, notebooks, records, reports, memoranda and all other Foundation materials, documents and data used, prepared or collected as part of my work or involvement with The Foundation, in whatever form, are and will remain the property of The Foundation.

Accordingly, I agree that at the end of my relationship with The Foundation, I will destroy or return to The Foundation all Foundation documents and other materials of any kind which constitute or contain any confidential information, in my possession or control, regardless of how stored or maintained, including all originals, copies and compilations and all information stored or maintained on computer, tapes, discs, E-mail or any other form of storage.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Printed Name \_\_\_\_\_

## POLICY STATEMENT: DISCLOSURE OF CONFLICTS OF INTEREST

Pending Board Approval September 25, 2023

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The ability of The Community Foundation of the Dan River Region to carry out its mission in the community is enhanced by the involvement of its Board, ~~volunteers~~ and staff in the community and economic life of the region from the City of Danville and Pittsylvania County to South Boston/Halifax County, Virginia, and Caswell County, North Carolina.

~~Their~~ ~~The~~ collective knowledge ~~of the Board and staff~~ is invaluable in guiding ~~the~~ ~~The~~ Foundation in its service to donors and grantees. The Foundation, therefore, actively recruits Board members ~~and volunteers~~, who are actively involved in community service and business affairs in our service area and also encourages its staff to participate in those activities.

As a result of the broad participation of Board, ~~volunteers~~ and staff in the life of the community, from time to time ~~the~~ ~~The~~ Foundation makes grants to community service organizations with which they are involved and obtains business and professional services from entities with which they are associated. For that reason, ~~the~~ ~~The~~ Foundation provides this Statement of Policy to insure the awarding of grants and employment of service is free of favoritism and is based entirely on merit.

1. *Board Members.* Each Board member is ~~requested~~ ~~required~~ ~~provide annually, in writing,~~ ~~to complete a Conflict-of-Interest Disclosure Statement annually and submit it~~ to the ~~President~~ ~~Executive Director~~ of ~~the~~ ~~The~~ Foundation. ~~This Statement reflects~~ a list of offices and directorships he or she holds in charitable and business organizations and ~~to~~ ~~identifies~~ his or her place of employment or principal business activity. In the event ~~the~~ ~~The~~ Foundation is considering a grant to, or the procurement of services from, an entity in which a Board member ~~and/or a Board member's immediate family (spouse/children)~~ is an officer, director or is employed, the Board member shall so inform the Board and refrain from voting on the matter. At the discretion of the ~~Chairman~~ ~~Executive Director~~, the Board member may be excused from Board discussion on this matter. This procedure shall also be applicable to Committees of the Board.

Members of the Board of Directors shall serve without compensation. Board members may be reimbursed for reasonable expenses incurred ~~in the course of~~ while conducting foundation business at the discretion of the ~~President~~ Executive Director.

- ~~2. *Volunteers.* The procedure described in the preceding paragraph shall be applicable to volunteers, except that volunteers will not be asked to provide annual information on offices, directorships, employment or principal business activity.~~
3. *Staff.* Each staff member ~~shall provide annually, in writing,~~ is required ~~provide annually, in writing,~~ to complete a Conflict-of-Interest Disclosure Statement annually and submit it to the ~~President~~ Executive Director of the The Foundation. This Statement reflects a list of offices and directorships he or she holds, and/or their immediate family (spouse/children) hold, in charitable and business organizations and identifies any such organization in which the staff member has been employed or served as an officer or director within the past five years. The ~~President~~ Executive Director of the The Foundation shall endeavor to avoid assigning a staff member to matters involving any organization he or she has identified.
4. *Procurement of Services.* In selecting providers of professional and other services, the The Foundation will continue to ~~give consideration to~~ consider the recommendations of donors and the needs and best interests of the The Foundation. Service providers will not be precluded from employment by the The Foundation by reason of a relationship between the prospective service provider and a Board member, ~~volunteer~~ or staff member. In such circumstances, however, the The Foundation will ~~give particular consideration to~~ consider the quality and cost of comparable services available from other providers. The Foundation will continue to contract with service providers who best meet the needs of the The Foundation in light of prevailing market changes for such services.
5. *Volunteers.* In the rare instance The Foundation utilizes a volunteer, the volunteer will be required to complete a Conflict-of-Interest Disclosure Statement and submit it to the Executive Director of The Foundation.

*Policy Revision History: Adopted by Board 3.25.2002; revised and Board approved 7.1.2004; revised and Board approved 9.27.2021; pending Board approval 9.25.2023.*



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## CONFLICT-OF-INTEREST DISCLOSURE STATEMENT

Information will be held confidential. Please use other side for more space.

Name (please print) \_\_\_\_\_

Current Employer or Business affiliation \_\_\_\_\_

I acknowledge that I have received and read the Conflict of Interest Policy from The Community Foundation of the Dan River Region.

I hereby disclose that I or my immediate family has the following relationships that may be a potential conflict of interest:

**Nonprofit Organization Interests** (e.g., board service, significant supporter, or employment in an organization that may seek grant support or compete for donors with the Foundation)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Business Interests** (e.g., board membership, ownership, or employment in firm that may have or seek business from the Foundation; real estate interests related to Foundation grantees; business partnerships with Foundation donors)

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Other Significant Involvement** (e.g., membership on foundation boards, bank trust departments, or bank advisory committees; active political or advocacy role; elected or appointed office)

\_\_\_\_\_

I have disclosed all potential conflicts of interest with regard to **regarding** my decision-making role(s) in The Community Foundation of the Dan River Region and will refrain from any votes or participation in any board or committee action affecting these other interests. **I will notify The Foundation should additional conflicts arise that are not included on this form.**

Signature \_\_\_\_\_

Date \_\_\_\_\_





# Community Foundation

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## NONDISCRIMINATION POLICY

Pending Board Approval September 25, 2023

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### Employment

The Community Foundation of the Dan River Region follows an equal opportunity employment policy and employs personnel without regard to race, creed, color, ethnicity, national origin, religion, sex, sexual orientation, gender expression, age, pregnancy, veteran status, military obligations, marital status, **disability, political affiliation, and belief**. This policy applies to hiring, internal promotions, training, opportunities for advancement, and terminations.

### Gifts

The Community Foundation will not accept gifts which are intended to discriminate against any person or organization.

### Grantmaking

No person in the United States shall, on the basis of actual or perceived race, color, religion, national origin, sex, gender identity (as defined in paragraph 249(c)(4) of title 18, United States Code), sexual orientation, marital or parental status, political affiliation, military service, or any other improper criterion be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with funds made available by **The community Foundation**, and any other program or activity funded in whole or in part with funds appropriated for grants, cooperative agreements, and other assistance administered by **The community Foundation**.

# Due Diligence Policy for Grantmaking

Pending Board Approval September 25, 2023

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## Grants from Unrestricted and Field of Interest Funds

1. Foundation staff reviews all grant proposals.
2. Areas reviewed include:
  - a. Is the application complete, including attachments?
  - b. Is it signed by authorized parties?
  - c. Is the request clear?
  - d. Does it meet the eligibility requirements for the fund or program?
  - e. If from a field of interest fund, does the grant comply with donor intent?
3. Charitable status and charitable purpose:
  - a. Grants may be made to public charities; including organizations described in section 501(c)(3) and 509(a)(1), (a)(2), or (a)(3); and to private operating foundations. The Foundation will not normally make grants to private non-operating foundations.
  - b. Grants may also be made to units of government for public purposes. This includes Native American tribal governments.
  - c. In exceptional circumstances, grants may be made to other types of nonprofit organizations and to businesses. Using expenditure responsibility as a guideline, The Foundation will carefully supervise any such grants to document the use of its funds solely for charitable purposes.
4. Verification of public charity status:
  - a. The Foundation will use one or more of the following methods to verify a potential grantee's charitable status:
    - ~~b. Internal Revenue Service, Exempt Organizations Select Check, <http://www.irs.gov/Charities-&-Non-Profits/Exempt-Organizations-Select-Check>.~~
    - c. Internal Revenue Service Business Master File
    - d. Grantee's Internal Revenue Service determination letter or group ruling letter identifying grantee as included in the ruling.
    - e. GuideStar's Charity Check

- f. Verification of church status for houses of worship and affiliated schools not found on the above lists
5. Verification of units of government.
  - a. In most cases, The Foundation will maintain a copy or screen shot of the home page for a political subdivision (city, county, town, school district, etc.).
  - b. For Native American tribal governments, The Foundation will consult the list maintained by the Department of the Interior's Bureau of Indian Affairs. The current list is at <https://www.bia.gov/service/tribal-leaders-directory/federally-recognized-tribes>.
  - c. Staff will analyze, with assistance of counsel, if necessary, situations in which governmental status is not clear.
6. Contact the potential grantee. This may be by telephone, site visit, meeting or e-mail.
7. Depending on the size of the grant, conduct a site visit. Staff may also:
  - a. Interview key staff identified in the grant proposal.
  - b. Interview collaborative partners.
  - c. Interview other funding sources.
8. Determine the project's overall potential impact on the community.
9. Review program outcomes and objectives.
10. Review financials and audit.
11. Review organization's Form 990, where applicable, especially for business practices.
12. Review proposed project budget.

### **Designated Funds**

Before establishing a designated fund, The Foundation verifies that the proposed designee is a public charity or unit of government. Grants are generally paid once each year.

### **Agency Endowment Funds**

Before establishing an agency endowment fund, The Foundation verifies that the organization seeking to establish the fund is a public charity. If a unit of government, such as a public library, asks to establish an agency endowment fund, The Foundation will consult with counsel to determine whether this is permissible under Virginia or North Carolina law. Agency grants are paid out to the relevant organization named in the fund, generally once each year.

### **Grants from Donor Advised Funds**

1. The Foundation will not make the following types of grant from a donor advised fund:
  - a. Grants to individuals, including grants payable to a school, college or university for the benefit of an individual selected by The Foundation.

- b. Grants or other similar payments, including expense reimbursements, to donors, advisors, and related parties.
  - c. Any grant for a purpose that is not charitable.
  - d. Any grant to a private non-operating foundation.
2. The Foundation will make grants from donor advised funds to most public charities and units of government.
  - a. The Foundation will follow the verification process outlined in steps 4 and 5 above to verify public charity status.
  - b. In addition, The Foundation will follow the Process for Determining Supporting Organization Status outlined in the next section to determine whether a potential public charity grantee is a Type III supporting organization that is not functionally integrated or supports an organization controlled by the donor, fund advisor, or related persons. If either of these conditions is present, The Foundation will either refuse the grant or exercise expenditure responsibility.
3. The Foundation will not normally make grants from donor advised funds that require the exercise of expenditure responsibility. This includes grants to nonprofit organizations that are not public charities and grants to businesses.
4. If The Foundation elects to make an expenditure responsibility grant, it will follow the following process:
  - a. The Foundation will conduct a pre-grant inquiry to determine whether the proposed grantee is reasonably likely to use the grant for the specified purposes and that those purposes are charitable.
  - b. The Foundation and grantee will sign a written grant agreement that includes all provisions required by Treasury Regulations.
  - c. The grantee will be required to maintain the grant funds in a separate account on the grantee's books.
  - d. The grantee will be required to submit a written report summarizing the project promptly following the end of the period during which it used all grant funds and to submit any interim reports The Foundation may require.

### **Process for Determining Supporting Organization Status for Donor Advised Funds**

Supporting organizations receive public charity status from the IRS due to their particular relationship with another publicly supported charity or government unit. Based on that relationship, a supporting organization is defined as Type I, Type II, or Type III. Type III supporting organizations are further defined as functionally or non-functionally integrated. The Foundation must exercise expenditure responsibility if it makes grants from a donor advised fund to any type of supporting organization that supports a public charity which is controlled

directly or indirectly by the donor, donor advisor, or a related person. Expenditure responsibility is also required for grants to any non-functionally integrated Type III supporting organization.

The Foundation will take the following steps to determine whether a grant recommendation from a Donor Advised Fund requires expenditure responsibility because the grantee is a supporting organization:

1. Verify that the organization is a public charity by checking its status in IRS Publication 78, the organization's IRS determination letter, or IRS Business Master File.
2. Determine if the public charity is a supporting organization from one of the following sources:
  - a. The IRS Business Master File (BMF) and the potential grantee's IRS determination letter, or
  - b. A report from a third party that includes:
    - i. The grantee's name, EIN, and public charity classification under §509(a)(1), (2), or (3);
    - ii. A statement that the information is from the most currently available IRS monthly update to the BMF, along with the IRS BMF revision date;
    - iii. The date and time of the grantmaker's search. The grantmaker must retain this report in electronic or hard-copy form.
3. Determine the type of Supporting Organization from one of the following sources:
  - a. For Type I or Type II supporting organizations a written representation signed by an officer, director, or trustee of the grantee if both of the following are true:
    - i. The representation describes the process used for selecting the grantee's officers, directors, or trustees and references the pertinent provisions of the grantee's organizing documents that establish the grantee's relationship to its supported organization.
    - ii. The grantmaker collects and reviews copies of the grantee's governing documents. If the grantee's governing documents are not sufficient to establish the relationship, the grantmaker must also collect organizing documents from the supported organization.
  - b. To determine whether a Type III supporting organization is functionally integrated The Foundation will do the following:
    - i. Obtain the grantee's written representation identifying the organization it supports.
    - ii. Collect and review the grantee's organizing documents (and those of the supported organization if necessary).

- iii. Collect a written representation signed by an officer, director, or trustee of each supported organization stating that substantially all of its activities directly further the exempt purposes of the supported and, but for the involvement of the supporting organization, its activities are ones that normally would be engaged in by the supported organization.
  - c. Alternatively, The Foundation may rely on a reasoned written opinion of counsel of either the grantee or The Foundation in making the determination that a supporting organization is a Type I, Type II, or functionally integrated Type III supporting organization.
- 4. Once The Foundation has determined that a potential grantee is a supporting organization and is not a Type III non-functionally integrated supporting organization (for which expenditure responsibility is automatically required), The Foundation, will determine whether the donor, donor advisor, or related parties control the supported organization.
  - a. Control will be found to exist if any donor, donor advisor, or related persons may, by aggregating their votes or positions of authority, require a supported organization to make expenditure, or prevent a supported organization from making expenditure.
  - b. The Foundation will request certification from either the donor or advisor or directly from the supported organization that the donor, advisor, or related parties do not control the supported organization.

*Policy Revision History: Adopted by Board 6/25/2012; revised and Board approved 3.27.2017; revised and Board approved 06.13.2022; revised and Board approved 9.25.2023.*



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# **EMPLOYEE HANDBOOK**

## Welcome

It is our privilege to welcome you to The Community Foundation of the Dan River Region. We wish you every success in your new job, and we hope that you quickly feel at home. We hope that your experience here will be challenging, enjoyable, and rewarding.

This Employee Handbook (“Handbook”) is a compilation of personnel policies, guidelines, and procedures currently in effect at CFDRR (“Organization”). The Handbook is designed to introduce you to our Organization, familiarize you with Organization policies, provide general guidelines on work rules, benefits and other issues related to your employment, and help answer many of the questions that may arise in connection with your employment. This Handbook describes some of the expectations we have for our employees and what you can expect from us. It cannot cover every matter that might arise in the workplace. For this reason, specific questions regarding the applicability of a particular policy or practice should be addressed to the Executive Director.

**This Handbook is not a contract of employment and does not create a contract of employment.** Like most American companies, CFDRR generally does not offer individual employees formal employment contracts with the Organization. This Handbook does not create a contract, express or implied, guaranteeing you any specific term of employment, nor does it obligate you to continue your employment for a specific period.

The Organization reserves the right to modify any of our policies and procedures, including those covered in this Handbook, at any time. We will seek to notify you of such changes by email and other appropriate means. However, such notice is not required for changes to be effective.

## Your Role and Our Expectations:

The Community Foundation is a community-based organization that relies on building strong working relationships to enable us to provide unique opportunities to improve the quality of life in the Dan River Region. Our employees play an integral role in achieving our goals. As part of that role, we expect you to:

- Treat our donors and recipients with respect. They are why CFDRR exists. Our donors provide the means for us to continue sponsoring meaningful programs in the Dan River Region. Our grant recipients benefit from the gifts we receive. Both are to be treated with the utmost respect, courtesy, promptness, cooperation, friendliness, and confidentiality.
- Be a good citizen. CFDRR is committed to being a good organizational citizen. We care for our employees, volunteers, donors, our community, and the environment. We continue to build on our legacy, and we are dedicated to assisting our community to thrive. This is accomplished through collaboration with other non-profit organizations and through support for our donors in their efforts to fulfill their philanthropic goals.
- Provide for inclusion and diversity. CFDRR creates an environment where all employees, volunteers, donors, and our community are valued and respected through inclusion and diversity. Diversity is the differences that a workforce brings together – including men and women from different nationalities, cultures, ethnic groups, lifestyles, generations, backgrounds, and abilities. Inclusion is the environment



we create to allow these differences to thrive, by providing opportunities to create organizational success.

- Do your job well. You are here because of your abilities and expertise. We need you to be at work as scheduled, understand and perform your job well, and consider ways to improve your work.
- Help make this a good place to work. Each one of us is part of the team and impacts our co-workers and how they feel about working here. By cooperating with each other, finding ways to help even when not asked to, by knowing and respecting each other's strengths and weaknesses, and treating each other with courtesy, we can each do our part to make this a pleasant and rewarding place to work.
- Represent the Foundation positively. Your image and presentation make a big difference in how you are perceived by our donors and recipients. Your appearance, attitude, courtesy, and personal hygiene make an impression on others -- about you personally AND the Foundation. Make it positive!

CFDRR offers benefits that supplement the employee's salary. These benefits are handled by a third-party administrator, Outstaffing, Inc. (Outstaffing), who will assist employees with the sign-up information. A waiting period may apply for some of the benefits for new employees. Employees with benefit questions should first contact the Executive Director, with a follow-up to Outstaffing if necessary.

Employment at will: All employment with CFDRR is "at will". "At will" employment can and may be terminated voluntarily by employee and/or CFDRR, with or without cause, and with or without notice.

Policy Addendums: It is important for employees to have a thorough understanding of CFDRR's policies and benefits. The following policies are referenced to and appear as Addendums in this Handbook. All policies have been approved by the Board of Directors and may impact employee behavior. Some policies may require a signature and/or require an annual employee update.

The following policies are attached:

1. Annual Leave and Sick Leave Time Policy (Addendum A)
2. Bereavement Policy (Addendum B)
3. Confidentiality Policy (Addendum C) Requires annual employee signature.
4. Conflict of Interest Policy (Addendum D) Requires annual employee update and signature.
5. Document Retention Policy (Addendum E)
6. Social Media Policy (Addendum F)
7. Whistleblower Policy (Addendum G)
8. Nondiscrimination Policy (Addendum H)
9. Telework Policy and Agreement (Addendum I)
10. Family and Medical Leave Act/Other Types of Leave (Addendum J)

## Working Hours

**Hours of Work:** The workweek is generally from Monday through Friday, with normal operating hours from 9:00 am to 5:00 pm., with one hour for lunch.

**Teleworking:** See Addendum I – Telework Policy and Agreement.

**Overtime Hours Policy:** Because of the nature of our business, your job may periodically require overtime work. You should not work overtime hours without prior approval by the Executive Director.

**Attendance and Punctuality:** It is important for you to report to work on time and to avoid unnecessary absences. The Organization recognizes that illness or other circumstances beyond your control may cause you to be absent from work from time to time. However, frequent absenteeism or tardiness may result in disciplinary action, up to and including discharge. Excessive absenteeism or frequent tardiness puts an unnecessary strain on your co-workers and can have a negative impact on the success of the Organization.

Whenever you know that you are going to be absent or tardy, you should contact the Executive Director. In the event the Executive Director is unavailable, you must contact a coworker.

Please note that some, but not all, absences are compensated under the Organization’s leave policies.

**Weather:** The Organization is open for business unless there is a government-declared state of emergency or unless you are advised otherwise by the Executive Director. There may be times when we will delay opening or close early due to the weather. If the Organization’s facilities are closed by the Organization, employees will be paid for the day. If the Organization’s facilities are open and you are delayed getting to work or cannot get to work at all because of inclement weather, the absence will be charged to (1) paid time off or (2) unpaid time off, in that order. Each employee will have the option of working remotely, if possible.

When severe weather develops or is anticipated to develop during the day and a decision is made by the Organization to close early, you will be compensated as if you had worked to the end of your regularly scheduled hours for that day. If you elect to leave prior to the time the Organization closes, you will be required to use paid time off in an amount equal to the number of hours between the time you left and the time the office closed.

## Payroll Procedure

**Payroll Practices:** Employees are paid bi-weekly, on Friday.

**Salary Deductions and Withholding:** The Organization will withhold the following from your paycheck:

- Taxes - Federal, state, and local taxes, as required by law, as well as the required FICA (Social Security and Medicare) payments.
- Contributory benefits - If you choose to participate in contributory benefits, such as health or other insurance, your portion of the premium(s).

**Direct Deposit:** All paychecks are deposited directly into your bank account.

**Expenses & Reimbursement:** Employees must get approval from the Executive Director prior to any business-related expenses. Examples of reimbursement forms are attached to this policy.

**Employment Classifications:** The following terms will be used to describe employment classifications and status:

**Exempt Employees:** Exempt employees are individuals not subject to overtime pay laws. In general, overtime laws require that exempt employees:

- Receive a pre-determined weekly salary that is not subject to change based on the employee's work quality or quantity.
- Receive a salary that is at least equal to the salary level set by law; and
- Meet the requirements of an exempt job classification.

The federal Fair Labor Standards Act (FLSA) contains the most common set of overtime exemption standards. However, additional state and local laws may also apply.

**Non-Exempt Employees:** Salaried employees who do not meet all criteria for an overtime exemption and many hourly employees are generally not exempt from overtime pay requirements.

**Full-Time Employees:** Full-time employees are those who are regularly scheduled to work at least 40 hours per week that are not hired on a temporary basis.

**Temporary Employees:** Temporary employees are hired for an interim period, usually to fill them in for vacations, leaves of absence, or projects of a limited duration. Temporary employees are not eligible for Organization-paid benefits, except as required by law.

## Employee Benefits

Below is a listing of the benefits of the Organization. Outstaffing oversees some of the benefits of the Organization and a full description of these may be found on the Outstaffing CFDRR website at <https://outstaffing.com/medical/va-cfdr/med/>.

**Annual Leave and Sick Leave Time:** See Addendum A – Annual Leave and Sick Leave Time.

**Holiday Pay:** Full-time and part-time employees will receive pay for eight hours per Board approved holiday. If an approved holiday falls on a Saturday, the office will be closed on the prior Friday. If the holiday is on a Sunday, the office will close the following Monday. Holidays are:

New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, July Fourth, Labor Day, Thanksgiving Day, Thanksgiving Friday, Christmas Eve, Christmas Day, New Year's Eve Half Day.

**Health Insurance Plan:** The Organization offers a health insurance plan to eligible, full-time employees through Outstaffing. The health insurance plan is contributory; that is, you are responsible for a portion of the premium for your benefits. A portion of the premium, up to a maximum per month, is contributed by the Organization. Your contributory cost is deducted from your paycheck. The plan is subject to change at the Organization's discretion.

**Call-A-Doctor Virtual Health Option:** The Organization offers a virtual health insurance option to eligible, full-time employees, and employees are automatically enrolled through Outstaffing. This option is subject to change at the Organization's discretion.

**Dental Insurance Plan:** The Organization offers a dental plan to eligible, full-time employees through Outstaffing. The plan is subject to change at the Organization's discretion.

**Life Insurance Plan:** The Organization offers a group term life insurance plan to eligible, full-time employees and eligible employees are automatically enrolled through Outstaffing. Enrollees may designate or change the beneficiary for this policy at any time. The Organization pays the premium for this program. The face value of this benefit is equal to one time the employee's annual salary. The plan is subject to change at the Organization's discretion.

**Simplified Employee Pension Plan (SEP):** The Foundation has a Simplified Employee Pension (SEP) Plan. Full-Time employees are generally eligible to participate in the Plan after one year of employment eligibility has been satisfied. The contribution is at the discretion of the Foundation, but the Organization has historically contributed 6% of employees' salary. The plan is subject to change at the Organization's discretion.

**Other Insurance Plans/Benefits:** Full-time employees may choose insurance and other benefits through Outstaffing.

**Workers' Compensation Insurance:** To provide for payment of your medical expenses and for partial salary continuation in the event of a work-related accident or illness, you are covered by workers' compensation insurance, provided by the Organization, and based on state regulations. The number of benefits payable, as well as the duration of payments, depends upon the nature of your injury or illness. However, all medical expenses incurred in connection with an on-the-job injury or illness and partial salary payments are paid in accordance with applicable state law. If you are injured or become ill on the job, you must immediately report the injury or illness to the Executive Director. This ensures that the Organization can help you obtain appropriate medical treatment. Your failure to follow this procedure may delay your benefits or may even jeopardize your receipt of benefits. Questions regarding workers' compensation insurance should be directed to the Executive Director.

**COBRA Policy:** Applicable law generally requires employers to give employees, spouses, and dependent children the right to continue group health benefits for limited periods of time under certain circumstances, such as job loss, reduction in hours worked, death, divorce, and other life events. Employees generally may continue their health coverage for up to 18 months when their employment is terminated, though different requirements may apply under Virginia law.

## **Leave:**

**Bereavement Leave:** See Addendum B – Bereavement Policy.

**Jury Duty:** The Organization encourages employees to fulfill their civic duties. To that end, employees will be allowed leave to serve on a jury, if summoned. We request that you give the Executive Director a copy of your summons notice as soon as you receive it, so that we may keep it on file. The Organization will provide additional documentation in this regard, if necessary, to obtain a postponement.

Jury duty can last from a portion of a single day to several months or more. During this time, you will be considered on a leave of absence and will be entitled to continue to participate in insurance and other benefits as if you were working. While serving on jury duty, you are expected to call your Executive Director periodically to keep him or her apprised of your status.

The Organization will compensate full-time employees for the difference between jury duty compensation and your current daily pay for the first 5 of jury service (or in accordance with applicable law, if different). If additional time is required, it will be granted, but without pay.

**Victim Leave:** An employee who is the victim of a crime may be granted leave to attend criminal proceedings related to the crime. The employee may be required to provide a copy of the notice for each scheduled criminal proceeding. This leave is not subject to the accrual and use rules outlined above. Contact the Executive Director for more information.

**Family and Medical Leave/Military Leave:** See Addendum J. Employees may be eligible to take unpaid family and medical leave under the federal Family and Medical Leave Act (FMLA). Employees should contact the Executive Director to learn more about short-term leave benefits provided by temporary, emergency laws.

**Break Time for Nursing Mothers:** The federal Fair Labor Standards Act (FLSA) allows employees to take reasonable, unpaid break time to express breast milk as needed for up to one (1) year after the birth of a child. The Organization will provide a place for the employee to express breast milk, other than a bathroom, that is shielded from view and free from intrusion from co-workers and the public. Employees will not be discharged or in any other manner discriminated against in exercising their rights under this policy.

**Religious Observance:** Federal and state equal opportunity laws generally require employers to accommodate the religious beliefs of employees, but do not require them to provide paid leave. The Organization respects your religious beliefs, however, and therefore will provide one (1) day of paid leave to employees who, for religious reasons, must be away from the office on days of normal operation. This leave must be requested through the Executive Director two weeks prior to the event.

**Appearing as a Witness:** An employee subpoenaed as a witness by any legal tribunal will be permitted time off to appear as summoned but without pay. An employee will be permitted to use accrued paid or unpaid time off when appearing as a witness.

**Voting:** The Organization encourages all employees to vote. Most polling facilities for elections for public office have hours that are scheduled to accommodate working voters. The Organization, therefore, requests that employees schedule their voting for before or after their work shifts. An employee who expects a conflict, however, should notify the Executive Director, in advance, so that schedules can be adjusted if necessary.

## Workplace Guidelines

**Dress Code and Public Image:** The current Organization dress code is business casual. Please keep in mind that the Organization is a professional business office, where clients and others often visit. Generally, clean, neat clothing is acceptable. As always, please use common sense in your choice of business attire.

**Workspace:** Employees are responsible for maintaining the workspace assigned to them. A clean, orderly workspace provides an environment conducive to working efficiently. Employees should keep in mind that their workspace is part of a professional environment that portrays the Organization's overall dedication to providing quality service to its clients. Therefore, your workspace should be clean, organized, and free of items that are not required to perform your job.

**Office Equipment:** Certain equipment is assigned to staff depending on the needs of the job, such as a calculator, personal computer, printer and access to our central computers and servers. This equipment is the property of the Organization and cannot be removed from the office without prior approval from your Executive Director. The Organization expects that you will treat this equipment with care and report any malfunctions immediately to staff members equipped to diagnose the problem and take corrective action.

**Personnel Records:** It is important that the Organization maintain accurate personnel records at all times. You are responsible for notifying the Executive Director of any change in name, home address, telephone number, immigration status, or any other pertinent information. By promptly notifying the Organization of such changes, you will avoid compromise of your benefit eligibility, the return of W-2 forms, or similar inconvenience.

**Performance Reviews, Salary Reviews:** An employee's performance review will be conducted annually. All performance reviews will be completed in writing by the Executive Director on the form designated by the Organization and reviewed during a conference with you. Factors considered in your review include the quality of your job performance, your attendance, meeting the requirements of your job description, dependability, attitude, cooperation, compliance with Organization employment policies, any disciplinary actions, and year-to-year improvement in overall performance. Compensation increases may be given by the Organization at its discretion in consideration of various factors, including your performance review.

## Work - Policies

**Confidentiality Policy:** See Addendum C.

**Conflict of Interest Policy:** See Addendum D. Requires annual employee update and signature.

**Document Retention Policy:** See Addendum E.

**Social Media Policy:** See Addendum F.

**Whistleblower Policy:** See Addendum G.

**Nondiscrimination Policy:** See Addendum H.

## Technology Guidelines

**Email:** The email system is the property of the Organization. All emails are archived on the server in accordance with our Document Retention Policy, and all emails are subject to review by the Organization. You may make limited use of our email system for personal business matters, so long as such use is kept to a minimum and does not interfere with your work.

The Organization email system is Organization property, and as such, is subject to monitoring. System

monitoring is done for your protection and the protection of the rights or property of the provider of these services. Please consider this when conducting personal business using Organization hardware and software.

Electronic mail is like any other form of Organization communication and may not be used for harassment or other unlawful purposes. Your email account is an Organization-provided privilege and is Organization property. Remember that when you send email from the Organization domain, you represent the Organization whether your message is business-related or personal.

**Telephone:** Access to the Organization telephone system is given principally for work-related activities or approved educational/training activities. Incidental and occasional personal use is permitted. This privilege should not be abused and must not affect the employee's performance of employment-related activities. Telephone usage should be based upon cost-effective practices that support the Organization's mission and should comply with applicable rules and regulations.

You should use common sense and your best judgment when making or receiving personal cellular phone calls at work and when using your cell phone camera. To the extent possible, employees should make personal cellphone calls during their breaks or lunch times.

**Internet:** Access to the internet is given principally for work-related activities or approved educational/training activities. Incidental and occasional personal use and study use is permitted. This privilege should not be abused and must not affect the employee's performance of employment-related activities.

**Right to Monitor:** The Organization email and internet system is always the property of the Organization. By accessing the internet and electronic mail services through facilities provided by the Organization, you acknowledge that the Organization (by itself or through its Internet Service Provider) may from time-to-time monitor, log and gather statistics on employee internet activity and may examine all individual connections and communications. Please note that the Organization uses email filters to block spam and computer viruses and these filters may block legitimate email messages.

**Responsibilities and Obligations:** Employees may not access, download, or distribute material that is illegal, or which others may find offensive or objectionable, such as material that is pornographic, discriminatory, harassing, or an incitement to violence.

You must respect and comply with copyright, trademark, and similar laws, and use such protected information in compliance with applicable legal standards. When using web-based sources, you must provide appropriate attribution and citation of information to the websites. Software must not be downloaded from the internet without the prior approval of qualified persons within the Organization.

**Violation of this Policy:** In all circumstances, use of internet access and email systems must be consistent with the law and Organization policies. Violation of this policy is a serious offense and subject to the requirements of the law, may result in a range of sanctions, from restriction of access to electronic communication facilities to disciplinary action, up to and including termination.

## Employee Privacy

In this age of the internet where privacy has become an increasing concern, we take your privacy very seriously. The privacy and security of your personal data (“Personal Information”) which we collect from you is important to us. It is equally important that you understand how we handle this data. The Organization will not knowingly collect or use Personal Information in any manner not consistent with this policy, as it may be amended from time to time, and applicable laws.

**Collection of Information:** While conducting our business and complying with federal, state, and local government regulations governing such matters as employment, tax, insurance, etc., we must collect Personal Information from you. The nature of the information collected varies somewhat for each employee, depending on your employment responsibilities, and other factors. We collect Personal Information from you solely for business purposes, including those related directly to your employment with the Organization, and those required by governmental agencies.

**Use of the Information Collected:** The primary purposes for collection, storage and/or use of your Personal Information include, but are not limited to, Human Resources Management, Business Processes and Management, Safety and Security Management, and Communication and Identification.

**Limited Disclosure:** The Organization acts to protect your Personal Information and ensure that unauthorized individuals do not have access to such information by using security measures to protect Personal Information.

**Security of Personal Information:** We employ reasonable security measures and technologies, such as password protection, encryption, physical locks, etc., to protect the confidentiality of your Personal Information. Only authorized employees have access to Personal Information. If you are an employee with such authorization, it is imperative that you take the appropriate safeguards to protect such information. Paper and other hard copies containing Personal Information (or any other confidential information) should be secured in a locked location when not in use. Computers and other access points should be secured when not in use by logging out or locking. Passwords and user IDs should be guarded and not shared. When no longer necessary for business purposes, paper and hard copies should be immediately destroyed using paper shredders or similar devices. Do not leave copies in unsecured locations waiting to be shredded or otherwise destroyed. Do not make or distribute unauthorized copies of documents or other tangible mediums containing Personal Information. Electronic files containing Personal Information should only be stored on secure computers and not copied or otherwise shared with unauthorized individuals within or outside of the Organization. The Organization will make reasonable efforts to secure Personal Information stored or transmitted electronically from hackers or other persons who are not authorized to access such information.

Any violation or potential violation of this policy should be reported to the Executive Director. The failure by any employee to follow these privacy policies may result in discipline up to and including discharge of the employee.

## **Safety and Substance Abuse**

**Smoking Policy:** To provide a safe and comfortable working environment for all employees, smoking and vaping are strictly prohibited inside any Organization building or within 20 feet of any building entrance, window, or ventilation system.

**Drug-Free Workspace:** The Organization takes the problem of drug and alcohol abuse seriously and is committed to providing a substance abuse-free workplace for its employees. Substance abuse of any kind is



inconsistent with the behavior expected of our employees, subjects all employees and visitors to our facilities to unacceptable safety risks, and undermines our ability to operate effectively and efficiently.

**Substance Use:** The Organization recognizes alcohol and drug abuse as potential health, safety, and security problems. The Organization expects all employees to assist in maintaining a work environment free from the effects of alcohol, drugs, or other intoxicating substances.

All employees are prohibited from engaging in the unlawful manufacture, possession, use, distribution or purchase of illicit drugs, alcohol, or other intoxicants, as well as the misuse of prescription drugs on Organization premises or at any time and any place during working hours. While we cannot control your behavior off the premises on your own time, we certainly encourage you to always behave responsibly and appropriately. All employees are required to report to their jobs in appropriate mental and physical condition, ready to work.

Substance abuse is an illness that can be treated. Employees who have an alcohol or drug abuse problem are encouraged to seek appropriate professional assistance. You may ask the Executive Director for assistance in seeking help to address substance abuse. He or she can also help you determine coverage available under the Organization's medical insurance plan.

When work performance is impaired, admission to or use of a treatment or other program does not preclude appropriate action by the Organization.

## **Discrimination, ADA, Harassment, etc.**

The Organization is an equal opportunity employer and makes all employment decisions without regard to race (including traits that are historically associated with race, such as hair texture and protective hairstyles, including braids, locks, and twists), religion, color, sex (including pregnancy, sexual orientation and gender identity), national origin, disability, age, genetic information, military status or any other status protected under applicable federal, state or local laws. This policy applies to all terms and conditions of employment, including but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, benefits, compensation, and training. We seek to comply with all applicable federal, state, and local laws related to discrimination and will not tolerate interference with the ability of any of the Organization's employees to perform their job duties.

The Organization makes decisions concerning employment based strictly on an individual's qualifications and ability to perform the job under consideration, the comparative qualifications and abilities of other applicants or employees, and the individual's past performance within the organization.

If you believe that an employment decision has been made that does not conform with management's commitment to equal opportunity, you should promptly bring the matter to the attention of the Executive Director. Your complaint will be promptly, thoroughly, and impartially investigated. There will be no retaliation against any employee who files a complaint in good faith, even if the result of the investigation produces insufficient evidence to support the complaint.

**Americans With Disabilities Act:** The federal Americans with Disabilities Act (ADA) prohibits discrimination against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, fringe benefits, job training, and other terms, conditions, and privileges of employment. The ADA does not alter the Organization's right to hire the best-qualified applicant, but it does prohibit discrimination against a qualified applicant or employee because of his or her disability, or because

of a perceived disability. As a matter of Organization policy, the Organization prohibits discrimination of any kind against people with disabilities.

**Disabled Defined:** An applicant or employee is considered disabled if he or she (1) has a physical or mental impairment that substantially limits one or more major life activities; (2) has a record or past history of such an impairment; or (3) is regarded or perceived (correctly or incorrectly) as having such impairment.

A qualified employee or applicant with a disability is an individual who satisfies the requisite skill, experience, education and other job-related requirements of the position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of that position.

**Reasonable Accommodation:** A reasonable accommodation is any change in the work environment (or in the way things are usually done) to help a person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.

Qualified applicants or employees who are disabled should request reasonable accommodation from the Organization to allow them to perform a particular job. If you are disabled and you desire such reasonable accommodation, contact the Executive Director. On receipt of your request, we will meet with you to discuss your disability. We may ask for information from your health care provider(s) regarding the nature of your disability and the nature of your limitations or take other steps necessary to help us determine viable options for reasonable accommodation. We will then work with you to determine whether your disability can be reasonably accommodated, and if it can be accommodated, we will explore alternatives with you and endeavor to implement a mutually agreeable accommodation.

Reasonable accommodation may take many forms and it will vary from one employee to another. Please note that according to the ADA, the Organization does not have to provide the exact accommodation you want, and if more than one accommodation works, we may choose which one to provide. Furthermore, the Organization does not have to provide an accommodation if doing so would cause undue hardship to the Organization.

## Workplace Harassment

The Organization is committed to providing a work environment that provides employees equality, respect, and dignity. In keeping with this commitment, the Organization has adopted a policy of “zero tolerance” regarding employee harassment. Harassment is defined under federal law as unwelcome conduct that is based on race, color, religion, sex (including pregnancy, sexual orientation, and gender identity), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where: (1) enduring the offensive conduct becomes a condition of continued employment; or (2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

This policy applies to all aspects of your employment. Harassment of any other person, including, without limitation, fellow employees, contractors, visitors, clients, or customers, whether at work or outside of work, is grounds for immediate termination. The Organization will make every reasonable effort to ensure that its entire community is familiar with this policy and that all employees are aware that every complaint received will be promptly, thoroughly, and impartially investigated, and resolved appropriately. The Organization will not tolerate retaliation against anyone who complains of harassment or who participates in an investigation.

**Sexual Harassment:** Sexual harassment is prohibited by federal, state, and local laws, and applies equally to men and women. Federal law defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when the conduct: (1) explicitly or implicitly affects a term or condition of an employee's employment; (2) is used as the basis for employment decisions affecting the employee; or (3) unreasonably interferes with an employee's work performance or creates an intimidating, hostile or offensive working environment.

Such conduct may include but is not limited to: subtle or overt pressure for sexual favors; inappropriate touching; lewd, sexually oriented comments or jokes; foul or obscene language; posting of suggestive or sexually explicit posters, calendars, photographs, graffiti or cartoons; and repeated requests for dates. Organization policy further prohibits harassment and discrimination based on sex stereotyping. Sex stereotyping occurs when one person perceives a man to be unduly effeminate or a woman to be unduly masculine and harasses or discriminates against that person because he or she does not fit the stereotype of being male or female. The Organization encourages reporting of all perceived incidents of sexual harassment, regardless of who the offender may be. Every employee is encouraged to raise any questions or concerns with the Executive Director.

**Procedures for Reporting and Investigating Harassment:** Employees should report incidents of inappropriate behavior or sexual harassment as soon as possible after the occurrence. Employees who believe they have been harassed, regardless of whether the offensive act was committed by a manager, co-worker, vendor, visitor, or client, should promptly notify the Executive Director. If the Executive Director is involved in the incident, the employee should report the incident to the Board President. The Organization takes claims of harassment seriously, no matter how trivial a claim may appear. All complaints of harassment, sexual harassment, or other inappropriate sexual conduct will be promptly, thoroughly, and impartially investigated by the Organization.

The Organization prohibits retaliation against any employee who files or pursues a harassment claim. To the extent possible, all complaints and related information will remain confidential, except to those individuals who need the information to investigate, educate or act in response to the complaint.

All employees are expected to cooperate fully with any ongoing investigation regarding a harassment incident. Employees who believe they have been unjustly charged with harassment can defend themselves verbally or in writing at any stage of the investigation.

To protect the privacy of persons involved, confidentiality will be maintained throughout the investigatory process to the extent practicable and appropriate under the circumstances. Investigations may include interviews with the parties involved, and, where necessary, individuals who may have observed the alleged conduct or who may have relevant knowledge.

At the conclusion of a harassment investigation, the complainant and the alleged "harasser" will be informed of the determination. Where appropriate, the "harasser" and the "victim" may be offered mediation or counseling through an employee assistance program (EAP).

**Penalties for Violation of Anti-Harassment:** If it is determined that inappropriate conduct has occurred, the Organization will act promptly to eliminate the offending conduct, and take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment and may include such other forms of disciplinary action (such as, for

example, suspension), as the Organization deems appropriate under the circumstances and in accordance with applicable law.

## Dispute Resolution

Although we seek to provide a workplace in which all employees feel that they are an important part of the Organization and where employees feel fairly treated, there may be times when you have a dispute with the Organization which can best be resolved through a formal procedure for dispute resolution. All disputes between any employee and the Organization are to be resolved in accordance with the following procedure. Please note, however, that the Organization reserves the right to modify this procedure at any time and nothing in this procedure should be construed to constitute a contract between you and the Organization or to constitute any part of a contract between you and the Organization.

A grievance is a complaint by an employee concerning any matter related to the employee's employment with the Organization. You must first address your grievance with the Executive Director. This may be done orally in informal discussion. If your informal attempts to resolve the matter are not successful, you may implement the formal grievance process, listed below:

**Step 1:** You must first submit your grievance in writing to the Executive Director. Grievances must be submitted within thirty (30) calendar days following the date you first knew or should have known of the grievance. If you do not submit the grievance within the thirty (30) day period, you waive your right to assert it.

The Executive Director will respond in writing within ten (10) days following receipt of your grievance. All grievances and replies in Step 1 must be in writing. If the grievance is not settled in Step 1, then you may proceed to Step 2.

**Step 2:** Within ten (10) days following your receipt of the written answer to your Step 1 grievance from the Executive Director, you may appeal the disposition of your grievance by the Executive Director to the Board President. The Board President will then undertake an investigation of your grievance and the underlying facts. Within 15 business days following receipt of your grievance, the Board President will meet with you in person to discuss your grievance. The Board President will then provide a written response to your grievance within 15 business days following the date of your meeting.

**Step 3:** If you are not satisfied with the response of the Board President at Step 2, you may submit your grievance to the entire Board of Directors of the Organization within five (5) days following receipt of the written response from the Board President. The President's designee will review the grievance and provide a written response within 15 business days following receipt of the Step 3 grievance.

**Step 4:** You may appeal a Step 3 grievance to Step 4 and request final and binding arbitration of your grievance. The request for arbitration must be in writing and must be made within 30 days following receipt of the response of the President or the President's designee at Step 3.

Upon receipt of your request, the Organization will, within ten (10) working days of its receipt of your request, ask the Federal Mediation and Conciliation Service or the American Arbitration Association to provide a list of prospective arbitrators. The parties will choose an arbitrator from the list provided. If the parties cannot agree upon the choice of an arbitrator, then you and the Organization will ask the American Arbitration Association to appoint an arbitrator to hear your case.

All fees or expenses of arbitration, including, without limitation, the arbitrator's fees and expenses, and rental of a venue for the arbitration, if necessary, shall be borne equally by the parties. Each party will pay its own attorneys' fees or costs other than the arbitrator's fees and expenses.

The grievant bears the burden of proof as to the validity of the grievance.

The decision of the arbitrator shall be in writing and the decision is final and binding. Arbitration is the exclusive forum for resolution of discipline and discharge cases, and both the Organization and you waive your right to bring any action in court or to submit such matter to a jury. Either party may, however, seek to enforce an arbitrator's award in a court of competent jurisdiction. In addition, the Organization retains the right to seek injunctive or other relief in the case of misappropriation of trade secrets or other confidential information, or any other action by an employee which might reasonably be expected to lead to irreparable harm to the Organization.

Policy Revision History: Approved by James A.L. Daniel, Esq., Daniel, Medley & Kirby, P.C. 7.13.2023; pending review and approval of board 09.25.2023.

## **Acknowledgement of Receipt**

I acknowledge that I have received a copy of the CFDRR Employee Handbook (“Handbook”). I understand that I am responsible for reading and abiding by all policies and procedures in this Handbook, as well as all other policies and procedures of the Organization.

I also understand that the purpose of this Handbook is to inform me of the Organization's policies and procedures, and that it is not a contract of employment. Nothing in this Handbook provides any entitlement to me or to any Organization employee, nor is it intended to create contractual obligations of any kind.

I understand that CFDRR has the right to change any provision of this Handbook at any time and that I will be bound by any such changes.

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The employee hereby acknowledges that compliance with this agreement is a condition of employment, and that nothing in this agreement terminates the right of either employee or CFDRR to terminate the employment relationship at any time, with or without cause.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Full Name (please print)

\_\_\_\_\_  
Executive Director Signature

Please sign and date one copy of this acknowledgement and return it to the Executive Director. Retain a second copy for your reference.