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| Brain Injury Association of Virginia |
| **Policy and Procedure Manual** |
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2810 N. Parham Road

Suite 260

Richmond, VA 23294

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# Policy and Statement of Annual Review

BIAV Policy and Procedure Manual

The Board of BIAV charges employees with the responsibility of developing the policies and procedures required for the achievement of its mission through efficient workplace operations, legal and regulatory compliance. Policies reflect current practices, best practices and legislative requirements, are approved by the Board of Directors as appropriate, and are signed by the Executive Director or designate.

The Executive Director ensures the content of new or revised policies and procedures are communicated to all persons referenced in the scope of the policy, and that policies and procedures are administered in a consistent and impartial manner.

Employees, students and volunteers are required to sign-off that they have read and understood any new or revised policies.

The Board reviews the following policies on an annual basis:

* Confidentiality
* Conflict of Interest
* Compensation
* Duties and Responsibilities of Board of Directors
* Ethical Code of Conduct
* Harassment
* Management Transition

All other polices are reviewed every three years, or as review and/or modification is appropriate. The BIAV reserves the right to change any policy at any time for any reason.

Employees, students and volunteers are required to sign off certain policies on an annual basis at the discretion of the Executive Director.

By signing this, I, confirm that BIAV has reviewed its policies and procedures, as outlined in the policy

# 

# Executive Director Signature Date

# 

**Executive Director Name (printed)**

# BOARD

Purpose Statement: The Board Section of the Policy Manual is designed to provide accurate information on the BIAV policies relating to board members and their relationship with the organization. This includes expectations, duties, responsibilities and other general information. Board members are expected to adhere to the standards as outlined in this section and in the Annual Statement of Understanding: Fiduciary Responsibilities form.

1. **Job Descriptions and Expectations**
2. **Purpose:** To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of the Brain Injury Association of Virginia (BIAV) so as to support the organization’s mission and needs.
3. **Major Responsibilities:**
4. Organizational leadership and advisement
5. Oversight of organizational policies and procedures
6. Financial Management, including adoption and oversight of the annual budget
7. Hire, evaluate and supervise the Executive Director
8. Review of organizational and programmatic reports
9. Promotion of the organization
10. Fundraising and outreach
11. **Meetings and Time Commitment:**
12. The board of directors meets quarterly; the meetings are usually held in Richmond and last 3-4 hours.
13. Committees of the board meet an average of four times per year, pending their respective work agenda.
14. **Expectations:**
15. Attend and participate in meetings and special events on a consistent basis.
16. Complete required annual training and submit all annual paperwork in a timely manner.
17. Participate on a standing committee of the board and serve on ad-hoc committees as necessary/able.
18. Be alert to community concerns that can be or should be addressed by BIAV’s mission, objectives, and programs.
19. Help communicate and promote BIAV’s mission and programs to the community.
20. Become familiar with BIAV’s finances, budget, and financial/resource needs.
21. Understand the policies and procedures of BIAV.
22. Financially support BIAV in a manner commensurate with one’s ability.
23. **Duties and Responsibilities**
24. **Duty of Care**: describes the level of competence expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." Examples of performing the duty of care include clearly making a reasonable and good-faith effort to:
    * + 1. Remain vigilant of the BIAV’s mission, plans and policies, and be sure they serve the needs of the community you represent
        2. Fully participate in Board meetings, deliberations and decisions
        3. Ensure the organization has sufficient resources, including people, funding and other assets
    1. **Duty of Loyalty**: is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means a board member can never use information obtained as a member for personal gain, but must act in the best interests of the BIAV. Examples of performing the duty of loyalty include clearly making a reasonable and good-faith effort to:
       1. Think about and focus on priorities of the BIAV, and not of oneself or another organization
       2. Share ideas, opinions and advice to forward the progress of the BIAV
       3. Represent the BIAV in a favorable light
    2. **Duty of Obedience:** Board members must ensure the organization complies with all applicable federal, state, and local laws and regulations, and remains committed to its established mission. Performing the duty of obedience requires directors to:
       * 1. Ensure all BIAV activities are in accordance with the mission, plans and policies, and with rules and regulations of the society and community
         2. Read, evaluate and ensure accuracy of all reports, including minutes, financial and evaluations
    3. **Governance/Fiduciary Responsibilities**:
       1. Setting Policy
          1. Determine the organization’s mission and purpose
          2. Approve the strategic plan
          3. Assign priorities and ensure the organization’s capacity to carry out the strategic plan
       2. Monitoring the organization’s operations
          1. Select, support, and evaluate the Executive Director
          2. Provide continuity for the organization
          3. Approve the annual budget
          4. Approve major contracts and grants
          5. Monitor the organization’s programs and services
          6. Serve as a court of appeal
          7. Assess the performance of the Board
       3. Serving as a public figure for the organization
          1. Enhance the organization’s public image
          2. Acquire sufficient resources for the organization’s operations
          3. Account to the public for the products and services of the organization
          4. Advocate for the organization

**Board Operations**

* 1. **Portal**

1. BIAV staff will utilize an on-line board portal for the members of the Board of Directors, for the purpose of providing its members with important organizational documents in a secure manner.
2. Due to the sensitive nature of board information, security and confidentiality is critical and access to the portal will be restricted via password. Staff will change the password annually or anytime the portal is accessed by a non-Board member.
3. Board meeting agendas and related materials will be uploaded to the portal no later than 3 days prior to a meeting.
4. The portal will include:
   1. Orientation videos for new members to watch prior to meeting with the Executive Director
   2. BIAA affiliation paperwork (e.g. contract, dues structure)
   3. Board related paperwork: (e.g. job description, roster)
   4. Corporate Documents: (e.g. Articles of Incorporation, Strategic Plan, 990’s)
   5. Financials: (e.g. audited and unaudited financial statements, Treasurer’s report)
   6. Meeting agendas and minutes
   7. Resources: (e.g. annual training packet, legislative briefs)
   8. Updates: (e.g. KPI’s, organizational chart)
   9. **Orientation**
      1. Upon acknowledgement of election to a Board term, members will be provided with a link to the Board portal and provided with instructions on accessing the Board orientation videos.
      2. An orientation meeting will be scheduled by the Executive Director with persons of each new class of members, prior their first Board meeting for the purpose reviewing the agenda, providing background information on items that will be discussed and to allow new members to ask any questions they may have.
   10. **Meetings** 
       1. Electronic:
          1. The ED will provide, or cause to be provided, a call-in number to any member of the Board requesting to attend remotely, at least 7 days before the meeting.
          2. During videoconference meetings, votes required under the rules or ordered by the Board shall be conducted verbally; should a private ballot be necessary, participants will email or text their vote to the ED or Board Chair as instructed.
          3. Should an electronic meeting be scheduled, the Executive Director shall schedule the call and send an e-mail with the URL to connect to the video conference call to every member of the Board and guests for the meeting at least 7 days before each meeting.
          4. Each member of the Board or committee is responsible for his or her connection to the videoconference call and to the Internet.
5. Hybrid:
6. BIAV does added the capability to conduct a hybrid in-person/video conference call in FY22. Board members who are not present in person will need to participate by telephone or WebEx.
7. The ED will provide, or cause to be provided, a call-in number and meeting link to any member of the Board requesting to attend remotely, at least 7 days before the meeting
8. Members who participate in the meeting remotely may not submit motions in writing during the meeting, but are entitled to make motions orally. Members may, however, submit motions in writing by sending them at least 3 days before the meeting to the Chair of the Board and Executive Director, who shall provide them by e-mail to all members in advance of the meeting.
9. Members who participate in the meeting remotely shall announce themselves at the first opportunity after joining the telephone conference call. Members who leave the telephone conference call before adjournment shall announce their departure.
10. Executive Session
11. Issues that are acceptable for closed meetings.
12. To conduct a private consultation with an attorney, invited staff, consultants, or any other person whose presence the Board of Directors deems necessary.
13. To discuss legal matters or seek the advice of an attorney on legal matters including, but is not limited to, personnel issues and anticipated or pending litigation
14. To hear a complaint or charge against a Director, employee or consultant.
15. Executive Session may or may not include the presence of the ED, for reasons including but not limited to those outlined here:
    1. Without: Discussion of executive director’s performance review and compensation; alleged or actual improper behavior by the executive director
16. With: Off-the-record discussions about what “keeps the president awake at night”; litigation; major business transactions or endeavors, such as a merger; alleged or actual improper conduct by a board or staff member; crisis management
17. Guidelines for the management of Executive Sessions
18. An Executive Session meeting planned during a Board meeting is to be included on the agenda; if unplanned, it is added during the approval of the Consent Agenda.
19. The Chair should state the purpose of going into Executive Session and remind Directors of the confidential nature of the conversation.
20. The Board Secretary or designee will take minutes; they will include date/time of the meeting, names of those present, and actions taken.
21. These minutes are separate from the Board minutes, confidential in nature, and should be distributed only to those who were present in the session.
22. No attendee of Executive Session shall be allowed to make any audio, pictorial, or video recording of any portion of meeting.
23. Nothing in this policy shall limit the ability of the Board by majority vote to release documents or materials, in part or in whole, previously determined to be confidential.
24. After the purpose of the meeting as stated by the Chair concludes, the session should end.
25. If the Executive Director is not in attendance, the board chair should inform the chief executive soon after of any specific conclusions or recommendations that surfaced during the meeting.
26. Voting
27. Members of the Board may submit motions in writing by sending them at least 3 days before the meeting to the President and Executive Director, who shall provide them by e-mail to all Board members in advance of the meeting. Members of the Board may submit motions in writing during a meeting if such submitting member of the Board is physically attending the meeting in person. Members of the Board may submit motions orally during the meeting regardless of their method of attendance.
28. All votes shall be taken by voice vote. If the vote appears close, votes will be taken by roll call. When a vote is taken by roll call, only the number of votes on each side and the number of members present but not voting shall be entered in the minutes.
29. **Board Related Policies and Procedures**

**EMPLOYEE**

# IV. Compensation

XII. Harassment

# XIII. Internal Compliant

XVIII. Termination of Employment

XXI. Whistleblower

# FINANCIAL

# Accounts Payable

III. Asset Protection

V. Budget Development

X. In-Kind Gifts

XII. Payroll

XVI. Records Management

**OPERATIONS**

II. Advocacy

V. Conflict of Interest

XI. Fundraising and Development

XVIII. Management Transition

XX. Membership

X. Organizational Sponsorship Program

# EMPLOYEE

Purpose Statement: The Employee Section of the Policy Manual is designed to provide accurate information on the BIAV policies relating to employees and their relationship with the organization. This includes employee conduct, performance, benefits and other general information. BIAV expects employees to adhere to the standards as outlined in this section.

# Annual Training

1. Staff will be required to complete and document annual training of BIAV policies on:
   1. Conflict of Interest
   2. Confidentiality
   3. Cultural Humility
   4. Emergency Procedures
   5. Harassment
   6. Sexual Abuse and Molestation
   7. Person Centered Planning
2. Staff are required to maintain and provide other training documents, including those required for licensure or certification requirements; these are to be provided to the employee’s supervisor at the time of the annual performance review.

# Background Checks

* 1. Background checks will be conducted on staff and volunteers with direct care responsibilities
  2. These will be conducted prior to the start of employment or volunteer relationship; potential new hires will be informed the screening will be done and that the final job offer is dependent upon those results

# Communication with Media, Legal Representatives, Legislative Bodies and Political Organizations

* 1. Any communications with the media, legal representatives, legislators or policy makers related to the Brain Injury Association of Virginia are the sole responsibility of the Executive Director, who is the official spokesperson of the organization.
  2. As a 501(c)(3) organization and an agency working through state and federal grants, certain restrictions apply relative to lobbying and will be respected. Any employee activity involving political campaigns, elected officials or political appointees must:
     1. Be conducted outside of the employee’s position with BIAV
     2. Not represent personal views as those of the organization
     3. Be cleared with the Executive Director

# Compensation

1. **Compensation of the Board of Directors**: Members of the Board of Directors serve as volunteers, and do not receive any compensation for their time or effort. Expenses associated with board meeting attendance may be reimbursed, at the discretion of the President of the Board and/or Executive Director.
2. **Compensation of the Executive Director**: The Executive Director is a salaried position of the organization; compensation is determined as follows:
3. Prior to making an offer of employment to a candidate for the position of Executive Director, the Search Committee, appointed by the Board of Directors, will conduct an analysis of the organization’s current budget, and compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations. The Search Committee will make a salary recommendation to the full board, who will vote on the matter.
4. As funds are available, the Executive Director is eligible for an annual cost of living adjustment, equal to that given to other staff, without Board approval.
5. Any additional compensation of the Executive Director, in the form of a salary increase and/or bonus, will be discussed by the Executive Committee. The committee will be supported by the Deputy Director and/or BIAV HR consultant; data on compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations, as well as the organization’s current budget, will be used to inform the discussion.
6. The Executive Committee will, if indicated, determine a recommendation for a salary increase and/or bonus amount and present it to the full board for consideration, provided that persons with conflicts of interest with respect to the compensation arrangement at issue are not involved in this review and approval.
7. The recommendation will be reviewed and approved by the Board of Directors in Executive Session; documentation and recordkeeping with respect to the deliberations and decisions regarding the compensation arrangement will be confidentially maintained.
8. **Compensation of Staff**:
9. As funds are available, employees may be eligible for an annual cost of living adjustment.
10. Additional compensation of any employee, in the form of a salary increase and/or bonus, will be discussed by the Executive Director and the Finance Committee.

# Conduct and Discipline

1. Employees are expected to observe conduct standards including but not limited to those outlined in this policy.
2. **Dress Code:**
3. Because very few customers or clients are served in person at the BIAV office, we support the comfort of our employees in their manner of dress. However, employees must remember anyone could walk in at any time, so our dress must at least be neat, clean and office appropriate. The following provides guidelines for employees:
4. When meeting with public figures, or for formal presentations and special events, business attire is expected. Depending on the venue and audience, business casual attire may be acceptable.
5. Neat looking cotton, wool and synthetic pants are acceptable; jeans may be worn as long as they are untorn and clean and can be paired with other items to convey a professional appearance. Inappropriate pants include but are not limited to sweatpants, shorts, bib overalls. Leggings may be worn if paired with a blouse or sweater that falls mid-thigh or below.
6. Dresses and skirts should be at a length at which you can sit comfortably in public; short, tight skirts that ride halfway up the thigh are inappropriate for work. Mini-skirts, skorts, sun dresses, and spaghetti-strap dresses are inappropriate for the office.
7. Collared, fitted shirts or crew-neck sweaters and shirts are appropriate; they should not be tight or revealing. Inappropriate attire includes tank, midriff, halter or tube tops; and shirts with potentially offensive words, terms, logos, pictures, cartoons, or slogans.
8. Conservative athletic or walking shoes, loafers, clogs, sneakers, boots, flats, dress heels, and leather deck-type shoes are acceptable for work. Open-toed shoes and sandals are permitted in the office, unless otherwise instructed; casual flip-flops are not appropriate office wear.
9. No dress code can cover all contingencies, so employees must use judgment in their choice of clothing. If an employee is uncertain about acceptable attire, he/she should consult with his/her supervisor.
10. If an employee fails to meet these standards, as determined by the appropriate supervisor, the employee may be asked to go home and change clothes. Repeated failure to comply with the dress code may result in disciplinary action.
11. **Drug-Free Workplace:**
12. It is the intent of BIAV to maintain a safe workplace free of drugs and alcohol, and to discourage drug and alcohol abuse by its employees.
13. BIAV will not tolerate the unlawful possession, use, manufacture, distribution or dispensation of controlled substances in the workplace or during work time.
14. Employees are expected to be free from the influence of alcohol, illegal drugs and unlawfully used prescription medication while at work.
15. Personal conduct while under the influence of drugs or alcohol that results in injury to or endangers the safety of the employee or any other person, significant damage to agency property or equipment, or in the sole opinion of management posed a risk of significant damage is grounds for immediate dismissal.
16. Employees are required to notify the Executive Director of any conviction under alcohol or drug statutes for any violation, no later than five days after any such conviction. When required by state or federal law, BIAV will notify any agency with which it has a contract of any employee who has been convicted under a criminal drug statute for a violation occurring in the workplace.
17. Disclosures made by employees to the Executive Director concerning their use of drugs and/or alcohol or their participation in any drug or alcohol rehabilitation program will be treated confidentially.
18. Upon accident or suspicion of drug or alcohol use, a drug test will be initiated.
19. BIAV is a smoke-free agency. Smoking is prohibited inside all offices, common areas and the building.
20. **Disciplinary Action**:
    1. When an employee’s performance or conduct does not meet agency standards, the employee’s supervisor will, as deemed appropriate, provide the employee a reasonable opportunity to correct the deficiency.
    2. Employees may be disciplined for poor job performance or misconduct. When possible, an oral and/or written warning will precede discharge for poor performance; however, BIAV reserves the right to proceed directly to a written warning or to termination for violation of any of the rules enumerated in the BIAV Policy Manual.

# Continuing Education Tuition Payment and Reimbursement

1. BIAV is committed to an educated, well-trained workforce. The following specifies the ways in which the agency supports continuing education for its employees.
2. **Staff Development:**
3. All full and part-time employees are eligible for staff development opportunities.
4. Allowed activities may include, but are not limited to: webinars, conferences and non-degree coursework that contribute to the BIAV mission, the employee’s present position and general career development, or the employer’s anticipated needs.
5. Individual educational activities, including continuing education required for Brain Injury Specialist certification, will be reviewed for approval by the employee’s immediate supervisor on a case-by-case basis.
6. No repayment of expenses of approved education activities in this section is required.
7. **Tuition Reimbursement:**
8. All full and part-time employees who have been with BIAV for at least 6 months and have an acceptable work record may be eligible for tuition reimbursement.
9. Allowed activities may include, but are not limited to: tuition expenses (not including fees, books or supplies) paid to accredited schools, colleges and universities for Certification and Graduate Degree coursework.
10. The employee is required to submit a written request with cost-benefit analysis to his/her supervisor.
11. The supervisor, in consultation with the Executive Director may approve an employee’s request for payment or reimbursement of expenses for courses that contribute to the BIAV mission, the employee’s present position and general career development, or the employer’s anticipated needs.
12. BIAV may provide tuition reimbursement for up to 100% of the eligible fees up to a maximum amount of $1,500 per fiscal year, per employee participation in the Tuition Reimbursement program.
13. An employee who voluntarily leaves BIAV employment within 12 months of receiving educational assistance through the Tuition Reimbursement program will be required to repay 50% of the cost of BIAV’s contribution. No interest will be charged, and the sum will be deducted from the employee’s final/termination check.

# Cultural Competence and Humility

1. BIAV is committed to fostering and cultivating cultural humility, diversity and inclusion. We embrace and encourage differences in age, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees, volunteers and those we serve unique.
2. BIAV’s diversity commitment applies to Board and staff processes and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment.
3. All members, employees and volunteers of BIAV have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.
4. Employees are required to attend and complete annual cultural humility training to enhance their knowledge to fulfill this responsibility.
5. Any employee found to have exhibited any culturally inappropriate conduct or behavior against others may be subject to disciplinary action, up to and including termination.
6. Employees who believe they have been subjected to any kind of discrimination that conflicts with the company’s diversity policy and initiatives should seek assistance from a supervisor.

# Employee/Intern/Student Orientation

1. The Development and Operations Manager will schedule all orientation activities prior to the individual’s start. Orientation procedures are specified in the Procedures Appendix.
2. Company information includes organizational history, mission and vision, values, structure, strategic plan, and policies and procedures.
3. Job information includes the employee`s responsibilities, competencies, reporting requirements, working relationships, safety standards, equipment and materials used.
4. When appropriate and schedule permitting, employees will be given the opportunity to visit other programs that also serve people with brain injury.

# Employee Security

1. The security of employees, employee property and company property is of vital importance to BIAV. All employees share responsibility to ensure proper security is maintained and good security practices are observed.
2. Any employee entrusted with facility keys shall make certain the facility is secure when he/she is last to leave. This includes, but is not limited to, turning off appropriate lights and office equipment (including but not limited to copier, space heaters), and closing and locking all doors.
3. On termination of employment, whether voluntary or involuntary, keys will be returned to the Executive Director or his/her designee.
4. BIAV is committed to providing a safe, violence-free workplace and strictly prohibits employees, consultants, consumers, visitors, or anyone else on the agency’s premises or engaging in a BIAV-related activity from behaving in a violent or threatening manner. If any employee observes or becomes concerned by the actions or behavior of an employee, consumer, consultant, visitor, or anyone else, they should notify the Executive Director immediately.
5. All employees should notify the Executive Director if a potentially violent non-work related situation exists that could result in violence in the workplace.

# Equal Employment Opportunity

1. It is BIAV's policy to provide equal employment opportunities for all applicants and employees. BIAV does not unlawfully discriminate on the basis of race, color, religion, sex (including pregnancy, childbirth or related medical conditions), national origin, ancestry, age, physical disability, mental disability, medical condition, family-care status, Vietnam-era or special disabled veteran status, marital status or sexual orientation. BIAV also makes reasonable accommodations for disabled employees. This nondiscrimination policy applies to all areas of employment including recruitment, hiring, training, promotion, compensation, benefits, transfer, and social and recreational programs.
2. BIAV will not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination.
3. Any employee having any questions regarding this policy should discuss them with the Executive Director.

# Health and Safety

* 1. Employees are expected to take reasonable care for their personal health and safety and the health and safety of those doing business with BIAV.
  2. If unpredictable health and safety issues arise during the year, the Executive Director and Deputy Director will assess the degree of risk in deciding the necessary resources and actions to commit to addressing these issues.
  3. Health and Safety training will be incorporated during new employee orientation, and will include locations of First Aid kit, fire extinguishers, and fire exits; critical incidents; inclement weather; risk management; and emergency procedures.
  4. Employees are prohibited from carrying a concealed weapon while in the office or while engaged in employment duties.
  5. Employees are strongly encouraged to stay home if sick with a communicable disease, a cold or flu symptoms. The CDC recommends workers who have a fever and respiratory symptoms stay at home until 24 hours after their fever and/or other symptoms end without the use of medication.
  6. Communicable disease
     1. For the purpose of this policy, communicable diseases include, but are not limited to colds, flus, viruses, hepatitis, meningitis, mumps, HIV/AIDS, whooping cough, measles, diphtheria, chicken pox, and tuberculosis.
     2. Persons infected with a communicable disease are expected to conduct themselves in an ethical and legal manner to protect themselves and others.

# Hiring

1. When a position becomes available, the Executive Director to decide whether to fill the position from within or from outside BIAV, based on the position’s requirements.
2. The Executive Director may elect not to internally post certain positions in consideration of relevant business conditions; examples include but are not limited to: organizational restructuring, position requirements that include skills, education, and/or experience not known to match any existing employee; and critical operational needs.
3. Recruitment
   1. If no employees within the organization are qualified or interested, and if the work cannot be reorganized, the Executive Director will recruit for the position utilizing identified job posting locations.
   2. Job requirements, closing date, and to whom the application should be directed will be included in the posting.
   3. Consideration will only be given to applicants who provide evidence they possess the required qualifications. Meeting minimum requirements for the vacant position does not necessarily guarantee an interview.
4. Selection
5. The Executive Director and Deputy Director will determine the most qualified candidate(s), and arrange and conduct interviews; the interview team may include other BIAV employees at the discretion of management.
6. Applicants will be assessed on relevant skills and experience, nonprofit-specific training, motivation for seeking employment with BIAV and fit with organizational culture.
7. As part of the selection process, the Executive Director or his/her designee will conduct a reference check with names provided by the candidate to verify the applicant’s previous job duties and performance, and clarify strengths and limitations.
8. BIAV reserves the right to utilize other sources for reference information, including the applicant’s online media profiles.
9. When the selection has been made, the Executive Director or his/her designee will notify the selected candidate and any non-selected but considered candidates.
10. On-Boarding
    1. When the right candidate has been identified, the Executive Director and Deputy Director will consult regarding salary offer, and either the Executive Director or the Deputy Director will extend and negotiate the offer.
    2. Upon acceptance, the Development and Operations Manager will provide a **letter offering employment that includes c**onfirmation of title, compensation, employment status, description of benefits, first date of employment, and supervisor’s name and title.
    3. If an internal employee is offered the position, the Development and Operations Manager will document the new position on the Employee Personnel Form.

# Hours of Operation

1. BIAV office hours are from 9:00 a.m. to 5:00 p.m., Monday through Friday. Any variation of work hours is to be discussed with and approved by the employees’ supervisor.
2. Employees are permitted 30 minutes daily for lunch or personal breaks; additional time taken for lunch or out of the office may be unpaid or require the use of leave.
3. Employees who are more than 10 minutes late are expected to contact their supervisor by phone or text message; failure to do so may result in a written warning.
4. BIAV reserves the right to modify employees’ starting and ending times and the number of hours worked.

# Internal Complaint

1. The purpose of the Internal Complaint policy is to afford all employees of BIAV the opportunity to seek internal resolution of their work-related complaints. All employees have free access to the Executive Director to informally express their work-related concerns.
2. Should an employee desire to pursue formal action, written complaints should be provided to the Executive Director or the Deputy Director as soon as possible after the event that gives rise to the employee's work-related concerns. The written complaint should set forth in detail the basis for the employee's complaint.
3. The Executive Director or the Deputy Director will date and log all related correspondence, send the employee an acknowledgment that the complaint was received and initiate the investigation within 10 working days. On completion of the investigation, an oral report of findings and conclusions will be provided to the employee.
4. If the complaint is resolved to the employee's satisfaction, the terms of the resolution should be recorded and signed by both the employee and the Executive Director.
5. If the complaint is not resolved to the employee’s satisfaction, the employee is responsible for filing a written request for review of the complaint with the President of the Board of Directors, who shall forward the complaint to the Executive Committee, who shall review the employee complaint and the Executive Director’s report of findings and conclusion.
6. On completion of the appeal review, the President of the Board of Directors will provide a written report of findings and conclusions to the employee and Executive Director. Decisions resulting from appeal reviews will be final.
7. If more than one formal complaint is received within the organizational year, the analysis will include information on trends, areas needing performance improvement, and actions to be taken, as appropriate.

# Leave

1. Paid leave benefits will be made available to all full-time employees; benefits of full time employees working less than 40 hours per week will be pro-rated. Hourly employees working less than 32 hours per week are not entitled to paid leave benefits. The Board may provide alternative compensation and/or leave benefits to full or part-time employees at their discretion.
2. **Holidays**
   1. BIAV observes the following standard holidays and provides all salaried full-time employees time off with pay at their normal base rate: New Year's Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Thanksgiving Day, the day after Thanksgiving, ½ day Christmas Eve and Christmas Day. Holidays falling on a Saturday or Sunday are observed on the preceding Friday or the following Monday respectively.
   2. Holidays occurring during an employee's annual leave are not counted as annual leave days.
   3. On occasion, the Executive Director may approve additional holiday hours. Part-time and temporary employees are ineligible for holiday benefits. All employees are ineligible for holiday benefits that accrue while on leave of absence.
3. **Annual Leave**
4. BIAV provides annual leave to eligible employees; part-time andtemporary employees do not accrue annual leave unless an exception is granted by the Executive Director.
5. All full-time salaried employees are eligible for annual leave. Accrual begins immediately upon start of employment, and is earned at the rate of 1 day per month (4 hours per pay period) through the first 5 years of employment. Upon the sixth year of employment, the accrual rate changes to 12 hours per month (6 hours per pay period).
6. Annual leave may accumulate to a maximum total of 28 days (224 hours). Annual leave accruals, up to 80 hours, may be carried over into the next fiscal year.
7. Time spent away from the office on non-work related activities is considered to be annual leave time and should be reported as such. The time can be made up during the same week by working the appropriate number of hours.
8. Annual leave hours are not accrued during any leave of absence; accruals recommence when the employee returns to work.
9. No employee will receive pay in lieu of annual leave except on termination of his or her employment. On termination of employment, an employee may be paid for up to 80 hours of accrued but unused annual leave at the employee's base rate of pay at the time of their termination (see termination policy).
10. **Sick**
11. All full-time salaried employees are eligible for sick leave. Part-time and temporary employees are ineligible to earn or receive sick-leave benefits unless an exception is granted by the Executive Director.
12. Accrual begins immediately upon start of employment, and is earned at the rate of 1 day per month (4 hours each pay period). Sick leave may be taken for personal illness or disability, or for the purpose of family-care.
13. Staff is expected to take a sick day or work from home if there is a chance of infecting others.
14. Medical appointments taken during the workday are considered to be sick leave and are to be reported as such. Time taken for medical appointments can be made up the same week by working the appropriate number of hours.
15. BIAV retains the right to request verification from a licensed health-care provider for all absences due to illness or disability; sick pay may be withheld if a satisfactory verification is not received. An employee who misses more than five (5) work days and is under a physicians’ care for maternity leave, injury or illness will be required to provide a physician’s release to return to work.
16. Sick leave may be accumulated up to a total of 30 days (240 hours), and carried over into the next fiscal year.
17. Sick leave hours are not accrued during any leave of absence; accruals recommence when the employee returns to work. No employee will receive pay in lieu of sick leave under any circumstances, and employees will not receive pay for unused sick leave on termination of employment.
18. **Family Care and Medical Leaves of Absence**:
    1. BIAV will grant eligible employees up to 6 weeks of unpaid leave during any 12-month period for the birth and care of the newborn child of the employee, adoption placement with the employee, to care for an immediate family member (spouse, child, or parent) with a serious health condition; or to take medical leave when the employee is unable to work because of a serious health condition.
    2. Employees will not accrue benefits while on leave. Employees will not be required to use available annual/sick leave time while on family care/medical leave; however, the employee may choose to use accrued leave time as well as unpaid leave.
    3. Time away from the office in excess of 6 continuous weeks during any 12-month period will be approved at the discretion of the Executive Director.
19. **Bereavement**: Employees of BIAV shall be granted up to five working days with pay due to a death in their immediate family (mother, father, stepparent, sibling, spouse/partner, children, in-laws, grandparent, grandchildren). Special cases will be considered on an individual basis by the Executive Director.
20. **Legally Required Leaves of Absence**: Employees will be granted an unpaid leave of absence as required by law for the purpose of fulfilling any required legal or military obligation (for example: jury duty, appearance as a witness in a legal proceeding or military-reserve duty).
21. **Requesting Leave:**
22. Employees should enter discuss leave requests with their supervisor as soon as is practically feasible. For unscheduled leave, the employee should notify their supervisor immediately of their need to use leave time.
23. Leave requests will be approved on a first come, first served basis and should be considered tentative until approved by a supervisor. Employees must be mindful of office coverage issues when requesting leave.

# Pay Procedures

1. **Pay Periods and Paychecks:**
2. BIAV uses a payroll vendor provided through the contracted accounting firm.
3. Employees are paid the 15th and the last working day of the month. If a payday falls on a holiday or weekend, paychecks will be distributed on the preceding workday. Paychecks are provided through direct deposit.
4. Employees are paid their regular straight-time wages for agency-paid holidays as set forth under the guideline entitled Holidays.
5. Salaries and wages paid to each employee are confidential, but may be required for grants and contracts. Salary and wage limits of grants will not be exceeded without approval of the Executive Director.
6. Upon resignation, the employee’s final paycheck will be provided through direct deposit once all BIAV property has been returned to the Executive Director or his/her designee.
7. If an employee resigns without giving 2 weeks’ notice or fails to return to work, their final paycheck will be mailed via USPS to their last known address no later than 2 weeks after the date when the employee is considered to have terminated and all BIAV property has been returned to the Executive Director or his/her designee. If an employee is terminated involuntarily, their paycheck will be available at the time of discharge.
8. Eligible employees will be provided a separate check to include payment for any wages due and not previously paid, and for accrued but unused vacation time, minus authorized deductions and/or money owed the agency.
9. **Time Sheets:**
10. BIAV utilizes an electronic timesheet program.
11. Entries for individual timesheets are to be completed in real time, and signed by all employees. The completed timesheet is submitted to the employee’s supervisor each pay period by the deadline (10th and 25th of the month). The Deputy Director will approve timesheets to validate the hours worked; the Operations and Development manager will provide it to the payroll vendor**.**
12. The employee's signature certifies the correctness of the hours worked. If an employee is unavailable to sign the timesheet (e.g., the employee is on leave or away due to an emergency), the Executive Director or designee may sign in the employee's absence, however, the employee is ultimately responsible for the correctness of the timesheet. In this case, the Executive Director or designee signing the employee signature line for the employee needs to sign the employee's name and then designate "by (supervisor's name)." For example: Mary Jones by Stephanie Supervisor.
13. Employees and/or supervisors are not to sign blank timesheets.
14. Timesheets of full time employees should reflect the total hours worked for the pay period. All sick and annual leave requests must be accounted for on the time sheet, and require documentation of request and approval.
15. Timesheets completed by part time (non- exempt/hourly), contract, or temporary employees should reflect the total hours worked for the pay period.
16. Failure to accurately record hours worked may result in disciplinary action.
17. **Honoraria**: Employees provided with consultant fees or honoraria as a result of regular duties are required to turn those gifts over to BIAV. For those instances in which remuneration for activities separate from regular duties is received, employees are required to utilize annual leave for time spent.
18. **Pay Issues**: Any discrepancies in an employee’s paycheck should be brought to the attention of the Deputy Director; if s/he is unable to resolve the discrepancy, then the issue should be presented to the Executive Director.

# Performance Reviews

1. The annual review of the BIAV ED will be completed by the Executive Committee of the Board of Directors.
2. Annual review of staff performance will be completed by their immediate supervisor.
3. Job descriptions, performance review and self-appraisal forms are to be reviewed annually to identify necessary modifications in preparation for the annual review meeting.

# Staff Meetings

1. BIAV will hold regularly scheduled staff meetings on the last Monday of every month; if changes to this schedule are made, employees will be notified as early as possible by email.
2. Employees are expected to make every reasonable effort to avoid scheduling conflicts during this time.
3. Agendas will be developed and meetings will be facilitated by the Deputy Director.

# Termination of Employment

1. **Resignation**: Resignation is a voluntary act initiated by an employee to terminate his/her employment with BIAV. BIAV requires a 2-week notice in the form of a written resignation statement; failure to give proper notice will make the employee ineligible for compensation of unused annual leave time and for re-employment by BIAV in the future.
2. The Executive Director should provide his/her written notice of resignation to the President of the Board at least thirty (30) days prior to his/her planned last day of employment.
3. **Termination:**
4. BIAV will consider an employee to have voluntarily terminated employment if he/she elects to resign from BIAV, fails to return from an approved leave of absence on the date specified by BIAV; or fails to report for work without notice. An employee may be terminated involuntarily for reasons that include poor performance, misconduct or other violations of BIAV's rules of conduct.
5. Notwithstanding this list of rules, BIAV reserves the right to discharge any employee with/without cause and with/without prior notice.
6. BIAV may need to terminate an employee as a consequence of job elimination, expiration of grants or funding, reorganization, economic downturns in business, or lack of work; in the event such terminations become necessary, BIAV will attempt to provide all affected employees with advance notice when practical.
7. Employees who leave BIAV for any reason may be asked to participate in an exit interview. This interview is intended to permit terminating employees the opportunity to communicate their views regarding their work with BIAV. At the time of the exit interview, or upon termination of employment, employees are expected to return all agency-furnished property, such as cell phones, lap tops, keys, credit cards, documents and handbooks, equipment, etc. Arrangements for receiving final pay also will be made at this time.
8. **References**: When a reference for a former employee is requested, BIAV will only provide past employee’s dates of employment, job title and final salary.
9. **Re-Employment Policy:**
10. Re-employment decisions will be made based on a number of factors, including but not limited to availability of a suitable position, past employment and performance records (including reason for leaving and manner in which the employee left the Agency), as well as recommendations from previous supervisor(s). Any re-employment action will be documented on the Staff Personnel form and will be solely at the discretion of the Executive Director.
11. If an employee is rehired within 90 days of the termination of his/her prior service, his/her prior service may be restored for purposes of seniority and eligibility for benefits.

# Terms and Conditions of Employment

1. BIAV defines the work week as 12:00 a.m. Sunday through 11:59 p.m. the following Saturday.
2. **Position Classification**
3. Exempt or nonexempt
   * + 1. Exempt employees are those whose jobs are primarily executive, administrative or professional within the meaning of state and federal wage and hour laws. However, job titles do not determine exempt status. An employee may have an executive, professional, or administrative title; however, that does not mean that employee is automatically eligible for an exempt classification. Rather, it is based on the duties the employee performs.
       2. BIAV consider employees to be exempt if the individual performs relatively high-level duties with respect to the company's overall operations. Employees whose primary duties customarily and regularly involve managing the organization and/or one of its programs; involve subordinate employee supervision; or requires the employee to exercise discretion and independent judgment with respect to matters of significance will be considered as exempt. Employees who perform exempt duties on an isolated or occasional basis will not satisfy this minimal duties requirement.
       3. Exempt employees are expected to meet the demands of the job that may, on occasion, require more than 40 hours per week. This additional work time is considered part of the job responsibilities and is not considered overtime. When work time exceeds normal business hours, reasonable compensatory time may be allowed within the same pay period with the approval of the Executive Director.
       4. BIAV considers non-exempt employees to be those who work less than 32 hours per week, or who do not fall into the definition of exempt. Non-exempt employees, regardless of work schedule, will be compensated for all hours worked at the straight rate of hourly pay up to 40 hours per week. Any hours worked in excess of 40 will be compenstated at 1½ times their regular hourly rate; all overtime work must be approved in advance by the employee’s supervisor and/or the Executive Director.
       5. Contract employees are those who are hired to perform a specific function and whose reimbursement and job tasks are determined before work begins.
4. Salaried or hourly
   * + 1. BIAV considers employees working at least 32 hours per week to be full-time salaried employees. Company benefits will be made available to all full-time employees; benefits of full time employees working less than 40 hours per week will be pro-rated.
       2. Hourly employees working less than 32 hours per week are not entitled to company benefits.
       3. The board can provide alternative compensation or benefits packages to employees at their discretion.
5. Regular or temporary
   * + 1. Regular employees are those who are hired to perform specific job duties without a specific termination date.
       2. Temporary employees are hired on a short-term basis for a specific program or project expected to last for a defined period of time. These positions are designated in the job description or offer letter, can be full or part-time, and are paid as per the program policy or contract. Temporary employees are not entitled to Annual Leave or other benefits.
       3. All full-time positions are classified as light duty, as they are primarily sedentary desk jobs, with very little lifting required. Staff working at Camp Bruce McCoy are considered to be working a very heavy duty position. Restrictions on returning to any position is to be provided by the employee’s physician. The employee will work with management staff to plan a return to work as needed.
6. **Introductory Employment Period:**
7. All regular employees will serve an introductory employment period of six (6) months to allow the employee to ascertain whether employment with BIAV meets his/her expectations and the employee’s supervisor and/or the Executive Director to assess the employee’s ability to learn and satisfactorily perform job duties. An employee may be terminated before the end of the introductory period.
8. At the conclusion of the introductory employee period the supervisor or Executive Director may complete a written performance evaluation.
9. Completion of the introductory employment period does not change an employee’s status as an at-will employee or in any way restrict the agency’s right to terminate the employee or change the conditions of employment.
10. The Executive Director may, in his/her discretion, extend the introductory employment period of an employee if the facts and conditions warrant such an extension.

# Whistleblower

1. The BIAV encourages complaints, reports or inquiries about illegal practices or serious violations of BIAV’s policies, including illegal or improper conduct by the BIAV itself, by its leadership, or by others on its behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies. Other subjects on which the BIAV has existing complaint mechanisms should be addressed under those mechanisms, such as raising matters of alleged discrimination or harassment via the BIAV’s internal complaint procedures, unless those procedures are themselves implicated in the wrongdoing. This policy is not intended to provide a means of appeal from outcomes in those other mechanisms.
2. The BIAV prohibits retaliation by or on behalf of the BIAV against staff or volunteers for making good faith complaints, reports or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith but prove to be mistaken. The BIAV reserves the right to discipline persons who abuse this policy through allegations which prove to have been made maliciously or knowingly to be false.
3. Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the bases for the complaints, reports or inquiries. They should be directed to the BIAV’s Executive Director or President of the Board of Directors; if both of those persons are implicated in the complaint, report or inquiry, it should be directed to another Officer of the Board of Directors. The BIAV will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that the BIAV may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

# Workers Compensation Insurance

1. All employees are covered under the laws governing Worker’s Compensation, which provides for payment of medical expenses and for partial income continuation in the event of a covered work-related accident or illness.
2. Any injury or disability caused by work or the work environment must be reported promptly by the employee to his/her supervisor and/or the Executive Director so the appropriate Incident Report documentation can be completed. The Report must be accurate and include:
   * 1. Date, time and location of the incident that led to the injury
     2. A complete description of how the injury occurred
     3. The exact nature of the injury, and the part(s) of the body involved
     4. Name of doctor or medical provider if treatment was sought
3. Employees may be required to undergo post-accident drug screening immediately following an alleged injury.
4. Failure to follow this procedure may jeopardize employee right to benefits in connection with the injury or disability.
5. Students participating in a paid internship with BIAV are eligible for worker’s compensation coverage; unpaid interns are not eligible for workers compentation coverage, but are covered under BIAV’s accident and medical insurance coverage.

# FINANCIAL

Purpose Statement: The Financial Section of the Policy Manual provides the necessary policies and procedures required by boards, audits, and professional management. This includes accounts, purchasing, budgets, contracts and other financial information and reporting. BIAV board and employees are expected to adhere to the standards outlined in this section.

# Accounts Payable

1. **Separation of Duties:**
2. Authorized check signers are the Executive Director, a Richmond based representative of the Board of Directors as designated by the Executive Director and Board President, and one BIAV employee as designated by the Executive Director. Additional designees may be authorized by the Executive Director and the Board President.
3. The Deputy Director will be responsible for making sure all forms are appropriate and on file at the bank(s).
4. Receipt and acknowledgement of funds will be done by the Development and Operations Manager.
5. Receipt reconciliation will be done by the contracted financial services firm.
6. **Cash Disbursements:**
7. All invoices received are stamped with the date received by the Development and Operations Manager.
8. All invoices from unfamiliar or unusual vendors are given to the Deputy Director.

or authorized designee for approval.

1. The Development and Operations Manager will assign each payable to the appropriate class and subclass and provide that information to the contracted financial services firm.
2. The Development and Operations Manager will upload all invoices to Bill.com, and place the invoices in a secured Accounts Payable file.
3. The Executive Director approves expenditures payments through Bill.com. The Deputy Director will have approval status in Bill.com for payments over $2000.00. As required, the Deputy Director may obtain a higher level of access to the Bill.com account, with written documentation from Board President.
4. All payments are immediately recorded in the accounts payable ledger by the contracted financial services firm.
5. Personal expense reimbursement checks for the Executive Director must be signed or approved in bill.com by authorized designees other than the Executive Director
6. All checks over $2,000 require two signatures; the Deputy Director will be responsible for obtaining the second signature from an authorized designee.
7. The deliberate splitting of vouchers or invoices which have the sole purpose or effect of meeting the parameters of this authority is expressly prohibited.
8. The accounts payable ledger is reconciled with the general ledger by the contracted financial services firm on a monthly basis.
9. **BIAV Check Management:**
10. Unused checks are kept in a locked file cabinet.
11. All checks are pre-numbered.
12. Voided checks must be defaced and retained with canceled checks.
13. Blank checks may never be signed in advance.
14. **Accounts Receivable**
15. BIAV will oversee banking accounts for daily operations and reserves; all accounts will be checked by the Development and Operations Manager every 48 hours to ensure no fraudulent activity is occurring.
16. Monthly bank reconciliations will be completed by the contracted financial services firm and sent to both the Deputy Director and Executive Director for approval**.**
17. **Operations Account & Reserves Account** 
    1. All incoming funds (checks, cash, or electronic) will be deposited into the operating account bi-monthly by the Deputy Director or Development and Operations Manager.
    2. All checks and cash receipts received through the mail will be restrictively endorsed immediately by the Development and Operations Manager, date stamped and recorded in on the cash/check log, listing the date received, payer, check number, amount received and account code.
    3. Checks are deposited via a mobile app
       * + 1. Deposit receipt(s) are emailed to Development and Operations Manager and then scanned and saved on the x:drive, along with the check log and backup documentation
           2. Per bank documentation regarding mobile deposits: checks should be retained in a secure location for a minimum of 60 days after checks have been confirmed as deposited; only the Executive Director and/or designee will have access to the key. After 60 days the original checks should be destroyed via shredding. Checks will be purged/shredded on a quarterly basis.
    4. Transfer of funds from the operating account to the reserves account will be determined by the Executive Director and Deputy Director.
    5. The Deputy Director will transfer funds from the reserve account to the operating account as needed in accordance with the Board policy on reserves.
18. **Electronic Deposits**
    1. BIAV receives deposits from the State of Virginia through the Remittance Electronic Data Interchange (REDI) Virginia online system.
    2. The Executive Director and the Deputy Director will be the designated notification recipients.
    3. When notified of a REDI VA payment, the Deputy Director will be responsible for checking the online system to determine the deposit origin and will notify the contracted financial services firm.
19. **Cash Receipts**
    1. All cash receipts will be kept in a secure location until deposited; only the Executive Director and/or designee will have access to the key.
    2. The ~~Deputy Director~~ Development and Operations Manager will assign each deposit transaction to the appropriate class and subclass.
    3. The Development and Operations Manager will make copies of each cash receipt, and prepare bank deposits, attaching deposit receipt(s) and the check log
    4. The Executive Director will review the deposit check log and documentation and forward the entire package to the Deputy Director.
    5. The Deputy Director shall compare the cash deposit receipt(s) with the Development and Operations Manager’s listing of cash receipts for the time period to verify the account code and ensure all cash receipts are deposited.
    6. The Development and Operations Manager will forward the cash receipts to the contracted financial services firm, who will post them to the general ledger in a timely manner.
    7. The Development and Operations Manager will be responsible for entering cash receipt & electronic deposits into the BIAV database.
    8. Copies of cash receipts are filed in the Development and Operations Manager’s locked cabinet by month.

# Asset Protection

1. The Executive Director shall have primary responsibility for ensuring proper financial management procedures are maintained and the policies of the Board are carried out.
2. The Finance Committee shall provide fiscal oversight in the safeguarding of the assets of the organization, and shall have responsibilities for ensuring all internal and external financial reports fairly present its financial condition.
3. For the purpose of the audit, no asset with a less than $500 valuation will be included on the list of capital assets.
4. No organization will be authorized to use BIAV’s tax-exempt identifying number and status in any circumstance without explicit permission of the Executive Director.
5. Actual income and expenditures will be compared to the budget on a monthly basis.
6. All excess cash will be kept in an interest bearing and FDIC insured account.
7. Bylaws will be reviewed bi-annually or as needed by the board.
8. Documents on all securities and fixed assets will be stored securely.
9. Inventory records will contain description, serial numbers, date of purchase or receipt, valuation, and date of valuation. For requirements of the Department for Aging and Rehabilitative Services (DARS), the records will include the original funding source.
10. BIAV will maintain, at a minimum, Commercial Liability, Directors and Officers, Accidental/Health Camp Coverage, and Worker’s Compensation insurances; all insurance policies are updated and reviewed annually by the Executive Director and reported to the Board of Directors.
11. BIAV does not maintain a petty cash fund.
12. As per stated policy and to the best of its ability, BIAV will maintain a reserve account
13. **Audit Process:**
14. BIAV will contract with an independent external auditing company, vetted by the Executive Director and Deputy Director, to perform an annual independent audit of our financial statements, prepared by a Certified Public Accountant.
15. The organization’s goal will be to have the audit complete by the end of the 1st quarter of the following fiscal year.
16. The BIAV Executive Director, Deputy Director and Treasurer will be available for interview by the auditor throughout the process.
17. As part of the annual audit, the CPA will prepare a management letter containing recommendations for improvements in the financial operations of the organization
18. Copies of these reports will be made available to the public.
19. **Bank Reconciliations:**
20. The Deputy Director shall maintain or cause to be maintained, a current record of all bank transactions, listing all checks disbursed and all receipts deposited.
21. Bank statements will be reviewed for irregularities relative to authorized check signers, deposits, withdrawals, interest income, and stock holdings gains/losses.
22. The contracted financial services firm will reconcile the bank statement to the general ledger cash accounts on a monthly basis. The reconciliation reports and the bank statement will be returned to the Executive Director and Deputy Director for review and approval.
23. The contracted financial services firm will resolve all discrepancies with the assistance of the Deputy Director, and the bank if necessary.
24. The contracted financial services firm will adjust the general ledger as needed.
25. **Board of Directors Role in Fiscal Oversight**
26. Annual budgets are prepared by the Executive Director and Deputy Director and approved by the Board prior to the start of the fiscal year.
27. BIAV management staff review financial/operating reports quarterly with the Finance Committee; the group will review budget variances in excess of 10%; internal, external impacts on BIAV’s financial forecast, and industry trends that may impact BIAV’s ability to meet budget.
28. Board members receive and review financial statement drafts at every quarterly board meeting and as requested.
29. Questions about the financial/management reports are addressed by the Treasurer and Executive Director, with advice and guidance from the Deputy Director or external auditor as needed.
30. The status of the CPA firm performing the annual audit and tax return will be monitored and evaluated by BIAV management staff in consultation with the Finance Committee.
31. **Investment Policy:**
32. When funds are invested, the BIAV priorities shall be the safetyof principal, liquidity, and a competitive rate of return.
33. BIAV’s Finance Committee shall have primary responsibilityfor the administration of the investment policy and for establishing any specific guidelines as to the diversity and quality of the investment account(s).
34. **Tax Return:**
35. BIAV will contract with an independent external auditing company, vetted by the Executive Director and Deputy Director, to annually complete the organization’s tax return.
36. The organization’s tax return shall be completed each year in conjunction with the audit. If the audit will not be completed by the due date, then an extension must be requested from the IRS.
37. Copies of this report will be made available to the public.

# Benefits Coverage

1. **Health Insurance:**
2. Full-time employees are eligible for coverage under the BIAV company plan immediately upon hire. Part-time employees may be eligible for coverage under the plan at the discretion of management.
3. Employee contributions to the cost of the plan are at the discretion of management, and are subject to change at any time.
4. Any employee who leaves during the month will be responsible for the remainder of their monthly insurance premium, prorated through the end of the month.
5. Upon turning 65, employees will no longer be covered under the BIAV company plan, and must obtain insurance through Medicare; as BIAV does not have a health reimbursement arrangement, we cannot provide reimbursement for Medicare supplemental plans.
6. **Life Insurance:**
7. Full-time employees are eligible for coverage under the BIAV company plan; part-time employees are not, unless an exception is granted by the Executive Director.
8. Employee contributions to the cost of the plan are at the discretion of management, and are subject to change at any time.
9. An employee leaving BIAV employment will be covered until the end of the month
10. **Dental Insurance:**
11. Full-time employees are eligible for coverage under the BIAV company plan; part-time employees are not, unless an exception is granted by the Executive Director.
12. Coverage will begin the first of the month 30 days after the employee is hired. For example, if a new employee’s first day is December 11, coverage begins February 1.
13. Employee contributions to the cost of the plan are at the discretion of management, and are subject to change at any time.

# Budget Development

1. The budget development process is an iterative one that occurs throughout the year.
2. Expenses for BIAV programs funded in whole or part through grants and contracts are divided among the BIAV expense classes, as specified in grant and contract documents. Expenses not covered by grants and contracts are funded through BIAV’s other restricted and unrestricted donations.
3. Percentages will be reallocated each year as part of the budget process.
4. The initial draft of the budget is done by the Deputy Director, based on previous FY expenditures and anticipated income and program development.
5. Upon completion of the initial draft, the Deputy Director will submit it to the Executive Director for review and consideration.
6. The Executive Director and the Deputy Director will make any necessary adjustments and present the second draft to the Finance Committee of the Board of Directors.
7. Upon completion of adjustments by Finance Committee, the committee will vote to approve the tentative budget and present it to the full Board of Directors at the first Board meeting following adoption.

# Contracts

1. BIAV bylaws assign authorization and responsibility for entering into legally binding contracts.
2. The BIAV Executive Director will have primary responsibility for entering into any contract; the Deputy Director may sign contract or service agreements with the permission of the Executive Director or Board President.
3. Contracts are monitored for service performance and fiscal management according to the terms and conditions of the contract, and are reviewed annually.

# Credit Card

1. BIAV business credit card accounts for any employee will be held in the name of the organization.
2. All credit card purchases are made by authorized persons and limited to official business.
3. Pre-authorization by the Executive Director or designee is required for credit card purchases in excess of $100.00. The deliberate splitting of purchases or invoices which have the sole purpose or effect of meeting the parameters of this authority is expressly prohibited.

# Equipment Management

1. **Inventory:**
2. All physical equipment over $500 in value will be regarded as a fixed asset, and will have a control number. As equipment is acquired, the serial number will be entered onto the Furniture & Fixtures spreadsheet and a control number will be attached to said equipment.
3. BIAV will maintain an up to date and detailed listing of fixed assets. The inventory list will include original funding source for the equipment.
4. The Development and Operations Manager will conduct a count of physical inventory every two years by:
   * + 1. Using the current Furniture & Fixtures (F&F) inventory list and taking a physical count, room by room of current assets.
       2. Making adjustments to the F&F inventory list i.e. adding to F&F list, changing location of assets, and entering the date all assets were inventoried.
5. Results are reviewed by the Deputy Director and Executive Director.
6. **Disposal:**
7. At such time as BIAV no longer requires a piece of equipment, the Executive Director or designee will decide to return, sell or donate the asset.
8. Any equipment for which funding originated through a state agency grant or contract with a value of $500 or greater will be offered first to the contract administrator within that agency. The offer will be made in writing by BIAV, and will include a request for a response in writing, stating the agency’s decision. Equipment will be returned to the state agency within 30 days of notification; upon delivery the receiving agent will sign a form acknowledging same.
9. Should the agency not want the equipment returned, reasonable attempts to sell equipment that has retained some value may be undertaken. Equipment that has not retained value or was donated to BIAV will be offered to another nonprofit. The receiving agency will be responsible for pick-up and will be required to sign a release of liability.
10. In the specific case of information technology equipment, BIAV’s IT contractor will remove the hard drives from the computer’s central processing unit (CPU) and destroy them before they are returned to the state. If not returned to the state, the CPU and / or its parts will be disposed of through electronic recycling.

# Expense Reimbursement

1. BIAV will reimburse employees for approved expenses. These include but are not limited to travel, meals, and supplies.
2. Employees are provided with equipment and software to allow work from home; those expenses will not be reimbursed.
3. Employees must submit an electronic expense voucher with receipts to the Deputy Director to receive reimbursement.
4. The Deputy Director will process and prepare electronic expense vouchers for BIAV credit cards in employee names and present to the employee for review and signature. Electronic signatures are permitted.
5. Further instruction on expense reimbursement is included in the Procedures Appendix.

# Financial Reporting

1. Budgets are continually monitored by the Executive Director and Deputy Director and regularly reviewed with Board President, Treasurer and Finance Committee, and are adjusted as necessary to reflect changing conditions.
2. A Chart of Accounts is available and used to code receipts and disbursements to the proper accounts.
3. Non- standard journal entries are discussed with the contracted financial services firm to ensure proper accounting treatment.
4. Financial status of grants/contracts will be reported monthly, and conducted asdetermined by the contract.
5. For DARS requirements, expenses are reported in the month items were paid, not incurred.

# Gift Acceptance

1. BIAV solicits and accepts gifts for purposes that help the organization further and fulfill its mission. The following outlines the type of gifts accepted and the process for accepting them. All prospective donors are urged to seek the assistance of personal legal and financial advisors in matters relating to their gifts, including the resulting tax and estate planning consequences.
2. Gifts Generally Accepted Without Review:
   1. Cash: acceptable in any form, including by check, money order, credit card, or on-line.
   2. Marketable Securities.
      1. May be transferred electronically to an account maintained by BIAV’s brokerage firm or delivered physically with the transferor's endorsement or signed stock power (with appropriate signature guarantees) attached.
      2. All marketable securities will be sold promptly upon receipt.
   3. Bequests and Beneficiary Designations under Revocable Trusts, Commercial Annuities and Retirement Plans.
   4. Charitable Remainder Trusts.
   5. Charitable Lead Trusts.
3. Gifts Accepted Subject to Prior Review: Certain forms of gifts or donated properties may be subject to review prior to acceptance. Examples of gifts subject to prior review include, but are not limited to:
   1. Life Insurance. BIAV will accept gifts of life insurance where the agency is named as both beneficiary and irrevocable owner of the insurance policy. The donor must agree to pay, before due, any future premium payments owing on the policy.
   2. Personal Property
      1. Tangible personal property is property, other than real property, whose value is derived from its physical existence. Tangible personal property includes, but is not limited to automobiles, boats, books, technology hardware, furnishings, appliances, office and other equipment and personal items.
      2. Intangible personal property is property, other than real property, whose value stems from intangible elements rather than physical or tangible elements. Examples of intangible personal property include patents, copyrights, licenses and computer software.
      3. Gifts of tangible or intangible personal property will be considered for acceptance only if needed by BIAV for use in a manner which is related to the mission and programs or after a review indicates the property is unrestricted readily marketable and furthers the organization’s mission.
4. Gifts Accepted Subject to Legal Counsel Review: BIAV will seek the advice of legal counsel in matters relating to acceptance of gifts when appropriate, including but not limited to:
5. Gifts of securities subject to restrictions or buy-sell agreements.
6. Documents naming BIAV as trustee or requiring the agency to act in any fiduciary capacity.
7. Gifts requiring BIAV to assume financial or other obligations.
8. Transactions with potential conflicts of interest.
9. Gifts of property which may be subject to environmental or other regulatory restrictions.
10. Restrictions on Gifts: BIAV will not accept gifts that would violate our corporate charter or result in the agency losing our status as an 501(c)(3) nonprofit organization, Additionally, we will not accept gifts:
    1. That are too difficult or too expensive to administer in relation to their value, would result in any unacceptable consequences or are for purposes outside our mission
    2. Of restricted marketable securities or Real Estate

# In-Kind Gifts

* 1. The IRS allows nonprofits to account for donated services or materials/supplies that include:
     1. Those that create or enhance non-financial assets or require specialized skills
     2. The time routinely contributed by skilled persons that continuously provide the benefit of knowledge and experience. e.g.
        1. BIAV board members
        2. Presenters at conferences and in-services sponsored or coordinated by BIAV
        3. Professionals that provided a service to BIAV (e.g. translators, case consultation, legal advice, counselors, nurses, etc.)
        4. Volunteers (e.g. support group facilitators; office volunteers, event volunteers)
        5. Individuals and organizations that provide supplies and materials.
  2. Supporting documentation verifying the in-kind gift's value should be sent to the Development and Operations Manager for review and acceptance.
  3. It is the responsibility of the donor to be able to substantiate to the IRS the in-kind gift value used on his/her tax return. BIAV will value a gift without documentation for the purposes of the audit, but its valuation in no way is to be used for donor tax purposes.
  4. Gifts received from a business or the manufacturer will be valued at the cost to BIAV if BIAV were to purchase, rent or lease the equipment or services on the open market.
  5. Gifts will be recorded in the database and in Quick Books accounting software in the month the in-kind gift is accepted.
     1. The donor’s gift valuation (if verifiable) will establish the amount for which the donor receives gift credit.
     2. The Development and Operations Manager will receipt the property gift in accordance with IRS requirements.
     3. The in-kind gift receipt will describe the property given, the date the property was received by BIAV and document the account where the in-kind gift was recorded.
     4. The date used on the receipt/letter will be the date when the property was received and in the control of BIAV.
     5. The receipt/letter will not value the in-kind gift because the charitable deduction valuation is the responsibility of the donor to determine. The receipt letter will be mailed directly to the donor.
  6. BIAV will recognize the in-kind donor/donation in all or some of the following ways:
     1. Letter of receipt and thanks
     2. Donor recognition functions
  7. All staff is required to have the In-Kind Donation Form completed and submitted to the Development and Operations Manager within 30 days of an event.
     1. Program refers to the contract/grant, program (e.g. support group, conference, etc.) to which the donation is to be credited.
     2. Activity refers to the specific donation provided (e.g. speaker, facilitator, volunteer, office clerk, tangible or intangible property)
     3. Contribution section must be filled out by the contributor. For persons with brain injury and family members who are not working, the hourly rate for in-kind donations of time and/or talent will be based on the accepted volunteer rate as established by Independent Sector.
     4. Mileage rate will reflect the current IRS business or volunteer standard mileage rate.
     5. Every effort will be made to retain forms with original signatures; in the event we do not have the original document, an emailed or faxed document can suffice.
  8. In-kind donations are to be entered into the database by the designated development staff.
  9. The Development and Operations Manager will maintain the records for use in the Annual Report for DARS and the BIAV annual audit.

# Merchant Account Policy

* 1. BIAV does not have software installed that causes credit card information to be stored, nor do we store the data in electronic format under any circumstances.
  2. Credit card information may be taken over the phone by the Deputy Director or designee if the owner is having difficulty using the donation tab through our web site.
  3. Credit card information should be obtained verbally and directly entered into the virtual terminal on the website. No credit card information should be written down.
  4. The following information is needed for the virtual terminal accessed through a validated third-party service provider (currently Stripe and WePay):
     1. Credit card number
     2. Expiration date
     3. CVC code
     4. Amount
     5. Cardholder name and email address for receipt purposes
  5. NO personal information is to be sent over unencrypted email, texting, iPad, etc.
  6. The Deputy Director and his/her designee are the only staff members authorized to use the virtual terminal, have access to the password and make changes to the site.
  7. All computers connected to the in-house network are to be current with the most up-to-date antivirus software and/or programs.
  8. If a security breach occurs, staff is to notify the Executive Director or Deputy Director immediately. Staff will immediately notify the bank, law enforcement, DARS, and the website administrator.

# Operating Account

* 1. BIAV’s operating checking account is made up of both restricted and unrestricted funds and is used to carry out grant deliverables, program activities, and pay for general operating expenses.
  2. The restricted funds that make up the operating account include grant income used for specific purposes and restricted donations for specific purposes such as camp.
  3. The unrestricted funds that make up the operating account include program revenue, general donations and income from fundraising.

# Payroll

1. All personnel salaries/wage rates are authorized by the Executive Director and/or the Board of Directors. All changes in employment are likewise authorized by the Executive Director and/or the Board of Directors.
2. BIAV maintains accurate, detailed time sheets electronically signed by the employee and approved by the Executive Director or designee. Timesheets accurately identify and reflect time charged to multiple funding streams. Pre-printed time sheets with standard work hours are not used.
3. The approved time records are submitted to the Executive Director and/or Deputy Director for review. The Deputy Director shall prepare the payroll, using the approved time records and salary/wage rates for each employee, and submit the information to the contracted payroll provider.
4. Employment records, detailed wage rates, benefits, taxes withheld each pay period, and any change in employment status and are maintained securely for each employee.
5. The Deputy Director or designee monitors the usage of vacation and sick time, and maintains the attendance records.
6. All payroll tax payments are prepared at the time payroll is prepared. The payroll taxes are paid when due by electronic filing which is a state requirement.

# Personnel Files

1. New employees will complete personnel paperwork during orientation, including all federal and state required documentation (e.g. I-9 tax forms) related to payroll.
2. All personnel documents including tax forms are stored securely and are accessible only to the Executive Director and Deputy Director.
3. The I-9 Forms are not filed in individual personnel folders; they are kept securely in a separate location.
4. Personnel files are the property of BIAV and private sector employees in Virginia are not entitled to a copy of their personnel files. If there are specific records an employee would like access to (e.g. history of salary adjustments, tax documents), a written request must be submitted for consideration to the Deputy Director.

# Purchasing

* 1. When appropriate, competitive bidding will be done for procurement of goods and services.
  2. For any service costing more than $5,000, three written bids will be obtained.
  3. The ordering of supplies is done by the Development and Operations Manager, and purchases are approved by Executive Director or designee.
  4. Assets purchased with state funds or federal funds must be in compliance with the State of Virginia CAPP Manual.

# Receiving

Goods are received by the Development and Operations Manager, who is responsible for checking descriptions of supplies, materials, and equipment received against the purchase order or requisition for item, correct quantities, prices and mathematical accuracy.

# Records Management

* 1. **Records retained permanently include**:
     1. Governance records: Articles of Incorporation, Bylaws, other organizational documents, governing board and board committee minutes, state association affiliation agreements and related documents.
     2. Tax records: Filed state and federal return and supporting records, exemption determination letter and related correspondence, files related to audits.
     3. Intellectual property records: Copyright and trademark registrations and samples of protected works.
     4. Financial records: audited financial statements, attorney contingent liability letters.
  2. **Records retained for seven years include**:
     1. Government relations records: State and federal lobbying and political contribution reports and supporting records.
     2. State and federal grants records: Applications, subsequent reports and supporting documents stored in separate banker’s boxes.
     3. Financial records not retained permanently: budgets, bank statement reconciliations, AP & AR ledgers, deposit records, paid invoices and receivables, expense vouchers, inventory records, payroll records, time sheets, garnishments, withholding statements, federal and state payroll tax payments.
  3. **Records retained for three years include**:
     1. Employee/employment records after separation of employment: Employee names, addresses, social security number, date of birth, INS form I-9, resume/application materials, job description, date of hire and termination/separation, evaluations, compensation information, promotions, transfers, disciplinary matters, time/payroll records, leave time, FMLA, engagement and discharge correspondence, documentation of basis for independent contractor status.
     2. Lease, insurance and contract/license records: Software license agreements, vendor, hotel and service agreements, independent contractor agreements, employment agreements, consultant agreement, and all other agreements.
     3. All other electronic records, document and files: Correspondence files, publications, employee manuals, policies and procedures, survey information.
  4. **Storage of records**:
     1. 3 years of A/P paid invoices, P/R records, credit card statements and bank statements are stored securely electronically or in locked file cabinets.
     2. The fourth year is filed in a banker’s box, labeled with that year, the contents and the destroy date of 8 years later (ex. 2006; Destroy 2014) at the beginning of the fiscal year.
     3. All bankers’ boxes are housed in a secure offsite storage site.
  5. **Destruction of records**:
     1. Records are destroyed monthly by a third-party firm with whom BIAV contracts.
     2. At the beginning of each fiscal year, banker’s boxes ready for destruction are to be brought to the BIAV office and included in the monthly pick-up from the shredding company.
  6. **Exceptions**:
     1. No paper or electronic documents will be destroyed or deleted if pertinent to any ongoing or anticipated government investigation or proceeding or private litigation.
     2. Other exceptions to these rules and terms for retention and destruction may be granted only by the BIAV Executive Director or President of the Board of Directors.

# Reserves

* 1. The purpose of the reserves fund is to build and maintain an adequate level of unrestricted net assets to support the organization’s day-to-day operations in the event of unforeseen shortfalls.
  2. The reserves fund is an accumulation of unrestricted resources resulting from surpluses, that are free from any external restrictions and available for general use. (Example: money raised from a BIAV fundraiser or a general donation).
  3. The reserves fund is an unrestricted balance set aside to stabilize BIAV’s finances to provide a cushion against unexpected events, loss of income, large un-budgeted expenses, and/or to pursue opportunities of strategic importance that may arise in the future. The reserve may be used for one-time, nonrecurring expenses that will build long-term capacity, such as staff development or investment in infrastructure. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.
  4. The reserve serves a dynamic role, and will be reviewed and adjusted in response to internal and external changes.
  5. BIAV intends for the reserves to be used and replenished within a reasonable period of time.
  6. The target minimum reserve fund is equal to 4 months of average recurring operating costs. The maximum reserve fund is equal to 12 months of average recurring operating costs. Average recurring costs for operating will be calculated at the end of each fiscal year.
  7. In addition to calculating the actual reserve at the fiscal year-end, the reserve fund target minimum will be calculated each year after approval of the annual budget. These reserves will be reported to the Finance Committee and Board of Directors, and included in the regular financial reports.
  8. The Board of Directors may, from time to time, direct that a specific source of revenue be set aside for reserves. Examples may include one-time gifts or bequests, planned giving campaigns, special grants, or special appeals.
  9. The Executive Director will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this policy. Determination of need requires analysis of the sufficiency of the current level of reserve funds, the availability of any other sources of funds before using reserves, and evaluation of the time period for which the funds will be required and replenished. Authority for use of up to $5,000 of reserves is delegated to the Executive Director or Deputy Director in consultation with the Finance Committee. The use of reserves will be reported to the Board of Directors at their next scheduled meeting, accompanied by a description of the analysis and determination of the use of funds, and plans for replenishment. The Executive Director or Deputy Director must receive prior approval from the Board of Directors for use of reserves in excess of $5,000.
  10. The Executive Director and Deputy Director are responsible for ensuring the Reserve Fund is maintained and used only as described in this Policy. Upon approval of the use of reserve funds, the Executive Director and Deputy Director will maintain records of the use of funds and plan for replenishment. They will provide quarterly reports to the Finance Committee and/or Board of Directors of progress to restore the fund to the target minimum amount.
  11. The Executive Director and/or the Deputy Director will annually discuss what additional risk factors might be considered for the organization, the impact of budgeting on reserve levels, and any requirements with funders.

# Stock Gifts

**A.** It is the policy of this organization to liquidate stock gifts immediately upon receipt.

**B.** This policy is to be communicated to the potential donor of the stock to ensure the donor will not be surprised or offended at the immediate liquidation of the gift.

**C**. The Finance Committee will review stock account transactions in collaboration with the Treasurer to ensure accuracy of balances reported to the board.

**D.** Proceeds from the sale of the stock are considered unrestricted contributed income unless the donor has imposed a restriction as a condition of the gift, in which case procedures for accounting for restricted contributions will be followed.

# Support Group Fundraising

* 1. Due to increasingly complicated IRS laws and to ensure the protection of all parties, BIAV will assist Support Groups with fundraising and donor management, provide the group with an avenue to accept tax deductible donations, and exercise oversight of the process under certain conditions.
  2. In order for donors to receive a record of a tax-deductible donation from BIAV, the donation must be received and acknowledged by BIAV. Monetary donations must come directly to BIAV; in-kind donations can come to the support group if the group provides the donor information to BIAV.
  3. **Monetary Donations**:
     1. Any money donated for a particular support group will be held in a BIAV account, and can be accessed by the group when:
        1. Someone buys supplies, refreshments, or pays for postage, and submits a copy of the receipt with a brief explanation to BIAV.
        2. The group needs cash in advance of a purchase. In this case, a written request that outlines what the funds are for and the expected amount of the purchase must be signed by the support group coordinator and two other members of the group. The check will be released to the requester, who is responsible for returning a receipt to BIAV after the items are purchased. If there are funds left over from the advance, the requester will be required to reimburse that difference to BIAV when the receipt is returned. BIAV will not advance any funds in excess of a support group’s available balance. BIAV will also not reimburse requestors who have not sent in outstanding receipts from previous requests.
     2. The Deputy Director will provide each support group coordinator on record account updates as requested.

# OPERATIONS

Purpose Statement: The Operations Section of the Policy Manual provides the necessary policies to ensure effective and efficient operations of the BIAV and provide the best possible work environment to employees. This includes safety, confidentiality, emergency procedures, data management, strategic planning and other general information. BIAV expects employees to adhere to the standards as outlined in this policy.

# Accessibility

1. BIAV will, annually or upon complaint, examine accessibility barriers, and will create a plan to address identified deficiencies.
2. Any staff, applicant, person served or other stakeholder may request a reasonable accommodation to overcome a barrier due to a disability. All requests will be addressed by the Executive Director on a case by case basis, and BIAV will make its best effort to honor the request.
3. Every attempt will be made to provide information and materials in a format accessible to those we serve.

# Advocacy

* 1. **“Advocacy”** encompasses activities BIAV undertakes to influence public policy. It is an umbrella term that includes lobbying and other activities that improve access to care for those with brain injury, both through political and non-political avenues.
  2. **“Lobbying”** advocacy activities are efforts that attempt to influence specific legislation. It has a strict legal and IRS definition, and consists only of activities that ask policymakers or the general public to take a specific position AND specific action on a specific piece of legislation. The term "lobbying" is much narrower in definition than advocacy and should not be considered synonymous with advocacy; the distinction is helpful to keep in mind because it means that laws limiting the lobbying done by nonprofit organizations do not govern other advocacy activities.
     1. BIAV’s position is that a direct lobbying communication is one that is directed to any Federal, state or local government legislator, their staff, or a government official who participates in formulating legislation that refers to AND expresses a view on specific legislation AND includes a statement that asks for specific action.
     2. BIAV’s position is that a grassroots lobbying communication is one that asks members of the public to contact their elected Federal, state or local government or urge support of, or opposition to, proposed or pending legislation, appropriation, regulation, administrative action, or Executive Order AND includes the provision of contact information for a legislator or employee of a legislative body.
  3. **Systems change** advocacy activities are those that include, but are not limited to educating policymakers and the general public through awareness events, explanations of the legislative processes, instruction on effective advocacy strategies, building advocacy networks, and tracking legislation and committee votes. Systems change activities are not lobbying activities, and also involve the education of BIAV staff and other brain injury providers on issues of interest as regards access to care for those we serve, and representation of brain injury interests at governmental and non-governmental meetings.
  4. **Authorized Lobbyists**: Only employees or Board approved contractors can be registered lobbyists for BIAV, and speak for and on behalf of BIAV in advocacy activities.
  5. **IRS Status:** To protect BIAV’s tax-exempt status, the organization will utilize the IRS 501 (h) election (Form 5768) expenditure test.
  6. **Documentation:**
     1. Lobbyist registration and disclosure: The BIAV Executive Director and/or designee will comply with Virginia laws regarding lobbying, as outlined by the Secretary of the Commonwealth:
        1. “Virginia law requires registration with the Office of the Secretary of the Commonwealth prior to engaging in lobbying, unless he or she satisfies one of the exemptions set forth in §2.2-420 of the Code of Virginia. A lobbyist is any individual who is employed in any manner or who is reimbursed for expenses, or who represents an organization, association or other group for the purpose of influencing or attempting to influence executive or legislative action through oral or written communication with an executive or legislative official; this includes anyone who solicits others to influence an executive or legislative official.” Lobbyist registration for BIAV includes a $50 fee per lobbyist, paid annually by April 30.
        2. “Pursuant to §2.2-426 of the Code of Virginia, lobbyists are required to file a lobbyist disclosure statement for the organization annually by July 1.” In the event that BIAV contracts with a consultant to assist with lobbying efforts, staff engaged in lobbying will work with the consultant to compete the Lobbyist Disclosure form.
     2. Staff engaged in lobbying will track all direct and grass roots lobbying in real time, and those costs will be disclosed in the annual audit.
     3. BIAV will maintain hard copies of lobbyist registration and lobbyist disclosure forms as outlined in the document retention policy.
     4. Advocacy and Lobbying Donations:
     5. BIAV will place donations for advocacy and direct and grass roots lobbying activities in a restricted account in the BIAV financial records.
     6. BIAV will use only nongovernmental funds to support activities related to direct or grass roots lobbying.

# Annual Report

* 1. BIAV will produce an annual report that provides information on finances, program success and outcomes, and donors.
  2. Upon the completion of the annual audit, the Executive Director will oversee the collection of data for use in the Annual Report, and the Development and Operations Manager will oversee the project’s coordination and completion.. The Deputy Director will gather the financial numbers for the fiscal year; the Communications Coordinator will assist with the report design and provide content, and program staff will gather and report numbers and information on the programs and events of the fiscal year.
  3. The Executive Director will compile and/or finalize information to be included and coordinate the publication of the Annual Report.
  4. The report will be made publically available through and website, and disseminated via email to donors and key stakeholders, including the Board of Directors, members, partners, organizational funders, and state agencies.

# Business Continuity Plans

1. In order to ensure smooth business operations, BIAV develops program plans annually. These documents outline goals and objectives for the upcoming year that build upon the previous year’s successes and challenges.
2. In addition, each staff person is responsible for an annual update of the position’s continuity plan. This document outlines essential job tasks and identifies at least one staff person who has been trained to perform those functions.
3. The following serves to outline BIAV’s contingency planning in the event of an emergent situation; it is not intended to address any actions that led to the situation.
   1. Scale Back
      1. Identify the services, programs, and activities BIAV will temporarily discontinue, delay, scale back or change for the immediate future: think 45-60 days.
      2. Identify a short list of 3-5 things BIAV MUST KEEP DOING no matter what to survive and thrive despite the interruption: processing payroll, providing vital services to vulnerable clients, and letting partners, contractors, and others know about our temporary change in status.
      3. Determine the steps needed to make those changes in operations immediately, including working remotely.
   2. Reach Out
4. Quickly and efficiently communicate information about the situation with Board and staff.
5. Assign clear responsibility for crafting those messages and ensure they are signed off by the right person; in nearly all cases, this will be the Executive Director. If it is not the Executive Director, the Deputy Director will contact the President of the Board to clarify responsibilities.
6. Carefully communicate information to external stakeholders utilizing the BIAV website, social media and Constant Contact.
   1. Re-prioritize
7. Re-draft budget and identify all non-essential spending.
8. Identify short-term projects or activities that build capacity and resilience for BIAV, including P&P work, the creation of how-to’s, cleaning up electronic files, work in database.
   1. Plan to Resume Operations
9. Determine if operations will be fully resumed on a specific target date or one program or service at a time.
10. Brainstorm critical steps necessary to bring shuttered programs back online.

# Confidentiality

1. Confidential information is defined as any information not known to the general public. It is valuable and sensitive information and is protected by law and strict BIAV policies.
2. **General Principles:**
   * 1. All employees and volunteers must adhere to BIAV’s confidentiality policy.
     2. BIAV’s confidentiality policy pertains to the use of all BIAV information in mediums including social media, television/radio, newsprint, publications, and other outside entities.
     3. All employees and volunteers must sign BIAV’s confidentiality agreement upon employment/initiation of activities and annually; the obligation to protect confidentiality remains even after the employment relationship with BIAV ends.
     4. BIAV will rank requests for personal information according to the following guidelines:
        1. Must Share: Required to share under law, under a court order, by contract, or under specific written policy.
        2. Should Share: Information necessary to support the continuity of care, integrated case management, or quality services.
        3. Should Not Share: information not relevant to the case, not absolutely necessary to assist our clients or fulfill job requirements.
     5. If a dispute arises between a person served and/or BIAV staff regarding the sharing of information, the Executive Director or designee should be consulted to resolve the dispute. If a dispute arises with another service provider regarding the release of information, the matter should be referred immediately to the Executive Director.
3. **Consumer Information**
   * 1. All records and files are the property of BIAV.
     2. Persons served have full access to their personal data in any BIAV accessible database, under the supervision and with the support of BIAV staff. Access by anyone else must be by written consent of the client, by court order, or by submitting a formal HIPPA request, and will be granted within 30 days of receipt of written request. BIAV staff will consult with the Executive Director or designee if there is any question as to whether someone should have access to a file/information.
     3. Employee or volunteers of the BIAV will not disclose personal information about its consumers to outside entities.
     4. If, in the course of searching for community resources, it is necessary to share personal information, the individual’s full name will not be used. When more involved advocacy and assistance is required, a “Consent to Release Information” form should be completed and signed by the individual or their guardian.
     5. In the event an individual, agency, or organization makes a request for a BIAV employee or volunteer to release and/or exchange information about a consumer, prior to sharing this information, it is the responsibility of the BIAV staff member to inform the consumer of the request and obtain a copy of the signed consent form from the consumer. BIAV staff should not acknowledge the identity of the consumer prior to the receipt of the signed consent form.
     6. When written permission is not feasible, verbal permission should be obtained and documented in the database.
     7. Written documentation of Information and Referral calls should be destroyed immediately upon completion of the call.
     8. BIAV staff should not request, obtain or store any confidential records about consumers from a third party, including but not limited to psychological assessments, medical records, and individualized educational plans.
     9. In the event an employee or volunteer receives a subpoena to testify and/or release information about a consumer, the employee or volunteer must contact their direct supervisor and/or the Executive Director immediately. The Executive Director will respond to the subpoena and document disposition.
     10. When possible, the consumer will be notified in writing regarding the subpoena.
4. **Employee or Volunteer Information:**
5. Information concerning employee or volunteers, including but not limited to compensation and benefits, addresses, credit, employment and medical history is considered confidential and must not be revealed to anyone, including other employee or volunteers, unless he/she is specifically authorized to have access to the information.
6. All documents will be stored securely. Authorized access includes but is not limited to the Executive Director, Deputy Director, a direct supervisor and the Executive Committee. The Deputy Director shall handle responses to requests for employment verification, recommendations and references. Responses to such requests shall be limited to providing only factual information about the employee or volunteer such as his/her position/title, dates of employment, and compensation.
7. Confidentiality does not preclude discussion between an employee or volunteer’s supervisor and the Executive Director of the realistic assessment of an employee or volunteer’s strengths and weaknesses that are necessary to meet employment needs.

# Conflict of Interest

1. A conflict of interest arises when an employee or person in a position of authority over BIAV may financially benefit from a decision he or she could make in that capacity, including indirect benefits such as to family members or businesses with which the person is closely associated.
2. Parties covered by this policy shall avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of BIAV; while the receipt of incidental personal or third-party benefit may necessarily flow from certain BIAV activities, such benefit must be merely incidental to the primary benefit to BIAV and its purposes. Specifically, those covered by this policy shall not:
   * 1. Abuse their Board membership, volunteer or employment relationship with BIAV by improperly using BIAV's employees, services, equipment, materials, resources, or property for their personal or third-party gain or pleasure, and shall not represent to third parties that their authority as a Board member, volunteer or employee extends any further than that to which it actually extends;
     2. Engage in any outside business, professional or other activities that would directly or indirectly materially adversely affect BIAV;
     3. Solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a direct or indirect inducement to provide special treatment to such entity with respect to matters pertaining to BIAV without fully disclosing such items to the Board of Directors;
     4. Persuade or attempt to persuade any employee of BIAV to leave the employ of BIAV or to become employed by any person or entity other than BIAV; and
     5. Persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with BIAV to terminate, curtail or not enter into its relationship to or with BIAV, or to in any way reduce the monetary or other benefits to BIAV of such relationship.
3. Persons covered by this policy are members of the BIAV Board of Directors and all BIAV employees.
4. Persons covered by this policy will annually disclose or update interests that could give rise to conflicts of interest.
5. The BIAV’s Executive Director will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the President of the Board of Directors in a timely fashion. In the event a conflict or potential conflict is discovered or disclosed, the President of the Board of Directors will determine whether to: (a) take no action; (b) assure full disclosure to the Board of Directors and other individuals covered by this policy; (c) ask the person to recuse from participation in related discussions or decisions within the BIAV; or (d) ask the person to resign from his or her position in the BIAV. If the person refuses to resign, he or she will become subject to possible removal in accordance with the BIAV’s removal procedures.

# Customer Satisfaction Survey

1. BIAV utilizes a customer survey as a means of collecting input from consumers to evaluate the quality of services and information BIAV provides. Specific surveys are sent to the following groups: professionals, persons with brain injury, or caregivers.
2. Customer survey recipients are individuals who have contacted BIAV and have been entered as a contact in Salesforce. Once a contact is entered into Salesforce, I&R staff are responsible to task the Data Coordinator with the type of survey to be sent (professional, pwbi, or caregiver) and the due date. Surveys will be sent within 7-10 days following the contact. This includes everyone except those with a status of “in progress.” Once the “in progress” status is updated, then a customer survey will be sent. The Data Coordinator is responsible to send the survey either by email or postal mail.
3. All contacts with either an email or a postal address will receive the survey. An email letter with a Constant Contact link is used for contacts with an email address; hard copy surveys with a postage paid return envelope are sent to contacts with only a postal address. Postage costs for the mailings are distributed as appropriate across grants and contracts. Completed mail-in surveys will be forwarded to the Data Coordinator and will be manually entered into Constant Contact.
4. If a survey respondent (email or postal mail) requests additional information or assistance, the Data Coordinator will task the I&R staff via Salesforce. I&R program staff will follow-up with the individual and enter the results of the follow-up in the Contact Case record in Salesforce. Follow-up is to be completed within 2 weeks.
5. Reports will be completed quarterly and as needed. Data from the customer survey will be reviewed by the Executive Director and the Deputy Director. This data will also be available to the BIAV staff and funders/community partners as requested. Based on the feedback from the surveys, program changes will be discussed and implemented.

# Critical Incident

1. A “Critical Incident” is any actual or alleged event or situation that creates a significant risk of substantial or serious harm to the physical or mental health, safety or well-being of BIAV staff, consumers or volunteers.
2. Reportable Critical Incidents include:
3. A serious, life threatening medical event requiring immediate emergency treatment.
4. Law Enforcement Contact
5. BIAV staff or Board initiated call for crisis intervention
6. Criminal charges filed against BIAV staff or Board member
7. Failure to comply with the rights to which an individual with a disability is entitled as established by law, rule, regulation, or policy.
8. Any incident, marked by seriousness or severity, likely to result in attracting negative public attention, potential media Involvement or lead to claims or legal action against the BIAV.
9. Any person who becomes aware of a critical incident as defined on this form is required to:
   1. Report the incident to the BIAV Executive Director as soon as possible.
   2. Document the incident using the Critical Incident Report Form within 48 hours.
10. Review of Critical Incident reports will be completed by the Executive Director or designee, with a report made to the Board of Directors.
11. Copies of incident reports will be maintained according the BIAV record retention policy

# Data Management

* 1. All data (BIAV and customer) is protected in all of its forms. Intentional misuse resulting in a breach of this policy will result in disciplinary action, up to and including termination.
  2. This policy applies to all Brain Injury Association of Virginia full and part-time employees, volunteers, vendors, or other persons, entities, or organizations that have access to BIAV or customer data.
  3. No person will use the database until they complete a competency training session and are issued a username and password to utilize the system. Training will be provided by the Data Coordinator or designee. Staff is only permitted to use their own username and password when accessing the database.
  4. Data entered into the database is confidential, and staff are expected to comply with the organization’s confidentiality policy.
  5. To prevent unauthorized persons from accessing the confidential data stored in the database, BIAV staff are expected to lock their screen or log out of the database when they leave their workstation.
  6. Data stored in the database is a valuable asset to the organization, and careful attention must be given to how this data is shared or disseminated. All queries and reports must be approved by the Data Coordinator, Deputy Director, or Executive Director prior to distribution to outside parties or organizations.
  7. Confidential data transmitted electronically to outside entities must be secured; this data includes, but is not limited to consumer and financial data.
  8. Requests for the release of BIAV data must be submitted in writing and approved by the Executive Director or designee.
  9. Changes to the database must be communicated with the Data Coordinator prior to implementation. The Data Coordinator will authorize the changes, make the necessary changes, or contact the consultant/developer to make the changes.
  10. The Data Coordinator (or designee) will communicate with the systems developer for any technical support or database programming issues.
  11. Data on BIAV computers is backed up on our internal server and through a cloud based provider coordinated by our IT vendor. Salesforce data is backed up weekly by BIAV staff and stored securely.
  12. Individual names are not removed from the database, but an “opt out” indicator can be chosen for email and/or written mail to ensure no future mailings are sent if the individual indicates this is their preference. If a person is not to receive mail, the street address can also be moved to the “Notes” section of their electronic folder. Staff can initiate use of these options too if they see that correspondence from BIAV agitates the recipient.

# Donation Management

* 1. All donations are recorded and deposited according to established accounting procedures.
  2. Donor-designated restrictions on contributions shall be honored.
  3. Written gift acknowledgements shall be issued for all donations.
  4. If the donor receives anything in exchange for their donation, such as a dinner or event admission, the gift acknowledgement shall state the value of the item received when known. If the value is unknown, the gift acknowledgment will advise consultation with the donor’s tax advisor.
  5. Amounts paid by a bidder in excess of the value of a prize are considered to be charitable contributions. In the case of raffle ticket purchases, the amount paid for the chance to win a prize will be considered as equal to the market value of the chance of winning.
  6. BIAV will accept gifts of cash, marketable securities and in-kind donations.
     1. Cash gifts include cash, checks, credit cards, wire transfers and payroll deductions.
     2. BIAV will accept gifts of marketable securities. The Deputy Director will determine the amount of the contribution based on opening price of the securities on the date the securities are received. All gifts of securities will be sold in a timely manner.
  7. BIAV will also accept in-kind donations for programs, services or fundraising initiatives. Donors are responsible for determining the value of the item for purposes of federal tax treatment of the contribution.

# Donor Relations

* 1. Donors may restrict the purpose of their gift, and should enclose documentation associated with the gift for appropriate processing. Absent written confirmation of the donor’s intent, all gifts will be considered unrestricted.
  2. All requests for donors to remain anonymous shall be honored and the gift will be flagged as such in the donor database.
  3. Any information supplied to BIAV by donors will be used solely to fulfill their donation, and shall not be shared for any reason unless permission is granted by the donor.
  4. Donors who supply BIAV with their postal address or email address may be contacted periodically for solicitation purposes and/or with information regarding upcoming events.
  5. Donors may request to be permanently removed from BIAV’s mailing list via email, phone or postal mail. All requests to be removed from BIAV’s mailing list shall be honored.
  6. Those donors who do not wish to remain anonymous will be recognized in various forms of BIAV media.
  7. BIAV may share donor information for memorial donations with designated family members, unless the donation is made anonymously.
  8. Donors shall be defined as anyone who contributes to the organization, without the expectation of a service being rendered.

1. The following shall be considered donors:
   * 1. Organizational sponsors
     2. General donors
     3. “In memory” donors
     4. “In honor of” donors
     5. Program donors and sponsors
     6. Event donors and sponsors
2. The following shall not be considered donors:
   * 1. Paying members
     2. Program participants
     3. Event participants (e.g. annual conference, Golf, Legacy)
     4. Exhibitors
     5. Advertisers
3. **Education and Training**
4. For BIAV sponsored education and training events, the following descriptions are to be included in program materials (e.g., brochures, website, event marketing):
   1. Requirements for participation, if any.
   2. Objectives for the activity.
   3. Instructional methods and materials.
   4. Sequence and hours of program instruction.
   5. Grant acknowledgements, as appropriate.
5. When planning for the events, the needs and interests of the attendees will be taken into consideration.
6. Requests for reasonable accommodations are identified, reviewed, decided upon and documented.
7. Reasonable effort will be made to communicate any revisions and/or updates to the event.
8. Evaluations will be conducted upon the completion of education and training events.

# Emergency Procedures

* 1. BIAV is committed to providing a safe, violence-free workplace and strictly prohibits employees, consultants, consumers, visitors, or anyone else on the agency’s premises or engaging in a BIAV-related activity from behaving in a violent or threatening manner.
  2. If any employee observes or becomes concerned by the actions or behavior of an employee, consumer, consultant, visitor, or anyone else, they should notify the Executive Director immediately. If a danger is immediate, common sense must be used to implement emergency procedures, including giving warning, calling for assistance, and providing aid as necessary.
  3. In situations requiring evacuation, staff is to gather in the dead end on the south side of the building; those situations include but are not limited to bomb threats and fire. The Deputy Director will be responsible for conducting a head count of employees, students, and any BIAV visitors who may have been present at the time of the evacuation. If there is a scheduled fire drill, staff is to wait until building security or the fire department gives the “all clear” to re-enter the building.
  4. In natural disasters, including but not limited to hurricanes, tornados, earthquakes, or floods, staff are to move into the BIAV lobby.
  5. Staff responding to a medical emergency is to designate someone to call 911 and the emergency contact for the staff member, as well as inform the Executive Director or Deputy Director. Staff is to stay with the person experiencing a medical emergency and provide what assistance they can to the employee and any detail they can to responders.
  6. In the event of Utility failure or building damage that interrupts BIAV business operations, the ED (or designee) will determine need for an alternative facility, assure ongoing communication with staff, and secure access to any vital records and databases. In the event of a loss of facilities, BIAV staff will work remotely until alternative site is secured.
  7. If an active shooter situation develops, and if safe to do so, employees should exit the facility immediately to avoid the shooter; The Executive Director or Deputy Director will account for all employees and call 911. If employees are unable to safely exit the facility, they should lock themselves in their current location and barricade the door to deny the shooters' access.
  8. All employees should notify the Executive Director if a potentially violent non-work related situation exists that could result in violence in the workplace.
  9. BIAV maintains an emergency contact list for all staff; it is located on the shared drive. Staff is expected to ensure contact information is up to date.

# Essential Services

* 1. None of the services BIAV provides are considered to be essential to maintain the health and safety of the community.
  2. BIAV will make every effort to assure I&R services are maintained during prolonged periods of technology or utility failure or building evacuation/damage.

# Ethical Code of Conduct

* 1. This Code of Ethics policy shall serve as a guide for official conduct and professional performance of the BIAV directors and employees, to preserve public confidence in the BIAV’s mission.
  2. The BIAV and its Board and staff must comply at all times with all applicable laws and regulations. The organization will not condone the activities of employees who violate the law, and does not permit any activity that fails to stand the closest possible public scrutiny.
  3. Responsibility of Directors and Employees

1. Directors and employees shall perform their duties with transparency and without favor.
2. Directors and employees shall refrain from engaging in outside matters of financial or personal interest, including other employment, that could impair independence of judgment or prevent the proper exercise of one's official duties.
3. Directors and employees shall not accept or receive personal financial payments, services, loans, travel, reimbursement, entertainment, hospitality, or promise from any entity doing business with or before BIAV.
4. Directors and employees shall not use or attempt to use their official position with the BIAV to secure unwarranted privileges for themselves, members of their family or others.
5. Directors and employees must conduct themselves at all times in a manner that avoids any appearance that they can be improperly or unduly influenced or that they are acting in violation of their public trust.
6. Directors and employees may not engage in any official transaction with an outside entity in which they have a direct or indirect financial interest that may reasonably conflict with the proper discharge of their official duties.
   1. This Code of Ethics shall be provided to all directors and employees upon commencement of employment or appointment and shall be reviewed annually by the Executive Director.
   2. In addition to any penalty contained in any other provision of law, any Director or employee who knowingly and intentionally violates any of the provisions of this code may be removed in the manner provided for in law, rules or regulations.
   3. Employees and directors are required to report possible unethical behavior by a Director or employee to the Executive Director or the President of the Board of Directors. Employees and directors may file ethics complaints anonymously and are protected from retaliation by the policies adopted by the BIAV.

# External Complaint

* 1. The purpose of the External Complaint policy is to afford all persons other than employees of BIAV the opportunity to seek resolution of their complaints.
  2. Complaints from persons served will not result in retaliation or barriers to services.
  3. Should an individual desire to pursue formal action, written complaints should be provided to the Executive Director as soon as possible after the event that gives rise to a concern, and should set forth in detail the basis of the complaint.
  4. The Executive Director will date and log all related correspondence, send an acknowledgment that the complaint was received and initiate the investigation within 10 working days.
  5. On completion of the investigation, or within 30 days, a written response of findings and conclusions will be provided to the complainant.
  6. If the complaint is not resolved to the individual’s satisfaction, he / she is responsible for filing a written request for review of the complaint with the President of the Board of Directors; it shall be forward the complaint to the Executive Committee, who shall review the complaint and the Executive Director’s report of findings and conclusion.
  7. On completion of the appeal review, the President of the Board of Directors will provide a written report of findings and conclusions to the individual and Executive Director within 30 days. Decisions resulting from appeal reviews will be final.
  8. If more than one formal complaint is received within the organizational year, an analysis will be conducted and include information on trends, areas needing performance improvement, and actions to be taken, as appropriate.

# Fundraising and Development

* 1. A development plan shall be created annually and distributed to BIAV staff and board at the beginning of each fiscal year.
  2. Funds shall be solicited in a respectful manner and without pressure.
  3. BIAV will not sell or share donor lists.
  4. BIAV will not ask development staff to contact donors from previous employers for fundraising purposes, and will clearly state an expectation that BIAV donors not be contacted for fundraising purposes by development staff after they leave the employment of BIAV.
  5. All third parties not directly affiliated with BIAV who wish to solicit funds on behalf of the organization must acquire written permission from BIAV prior to beginning any fundraising activities.

# Harassment

1. BIAV is committed to providing employees/volunteers a workplace free of harassment that includes verbal, physical and visual conduct that creates or has potential to create an intimidating, offensive or hostile working environment or that interferes with work performance.
2. This includes bullying, which is defined as aggressive behavior that is intentional, is repeated over time, and involves an imbalance of power or strength; its various forms include: Bullying can take on various forms, including:
   1. Physical bullying – when one person engages in physical force against another person, such as by hitting, punching, pushing, kicking, pinching, or restraining another.
   2. Verbal bullying – when someone uses their words to hurt another, such as by belittling or calling another hurtful names.
   3. Nonverbal or relational bullying – when one person manipulates a relationship or desired relationship to harm another person. This includes social exclusion, friendship manipulation, or gossip. This type of bullying also includes intimidating another person by using gestures.
   4. Cyberbullying – the intentional and overt act of aggression toward another person by way of any technological tool, such as email, instant messages, text messages, digital pictures or images, or website postings (including blogs).
   5. Hazing – an activity expected of someone joining or participating in a group that humiliates, degrades, abuses, or endangers that person regardless of that person’s willingness to participate.
3. Employees must avoid conduct that could be viewed as sexual harassment; examples include sexting, verbal bullying involving sexualized language or innuendos, unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexually harassing nature, when:
4. Submission to the harassment is made either explicitly or implicitly a term or condition of employment,
5. Submission to or rejection of the harassment is used as the basis for employment decisions affecting the individual, or
6. The harassment has the purpose or effect of unreasonably interfering with an individual’s work performance or program participation, creating an intimidating, hostile, or offensive environment.
7. Any employee or program participant who believes he/she has been the victim of harassment should inform the harasser this behavior is offensive and request it stop. If the behavior continues, the individual should notify his/her immediate supervisor or program director. If the employee’s immediate supervisor is involved in the harassing activity, the matter should be reported to the Executive Director.
8. If the complaint is not resolved to the employee’s/volunteer’s satisfaction or involves the Executive Director, the claimant is responsible for filing a written request for review of the complaint with the President of the Board of Directors, who shall have complete discretion as to who participates in the review of the complaint.
9. On completion of the appeal review, the President of the Board of Directors will provide a written report of findings and conclusions to the employee/volunteer and Executive Director. Decisions resulting from appeal reviews will be final.
10. **Information & Referral (I&R)**
11. Information and referral is free and confidential services or activities designed to provide information about services provided by public and private service providers and brief assessment of client needs (but not diagnosis and evaluation) to facilitate appropriate referral to community resources. People may receive assistance via the telephone, in-person office visits, online searches, or website based chat.
12. It is not dependent on citizenship, residency requirements, or financial resources.
13. The program consists of interventions that:
    * 1. Assist individuals with identification of service needs and links them to appropriate and available resources based on stated needs.
      2. Provide brain injury specific information.
      3. Facilitate problem solving.
14. Individuals who contact the agency will receive information on brain injury and community resources to meet an identified need. Community resources may be specific to brain injury, general disability-related or general community services.
15. New I&R staff will be mentored by experienced staff on the basics of brain injury, resources and advocacy. Mentors will assess their competency in these areas as well as proficiency in documentation.
16. New I&R staff will be required to obtain AIRS certification within or immediately after one year of employment with BIAV. In addition, new I&R staff will be required to obtain CBIS certification before the end of their second year of employment with BIAV.
17. Information required by DARS obtained during I&R calls will be uploaded to the DARS database on a monthly basis.

# Inclement Weather

* 1. When inclement weather (snow, ice, torrential rain, hurricanes) is forecasted for areas in which employees live or work, staff are to prepare for such events by moving computerized files to portable storage devices and packing up other files and materials, and are expected to work from home as they are able. If an employee is without power at home and therefore unable to work, annual leave will not be charged. Part-time employees are paid for hours worked.
  2. If the Executive Director determines the office will be *closed* due to inclement weather, salaried employees will not be charged with time off. In this instance, the Executive Director will contact employees via text message by 8:30am with that decision.
  3. If weather conditions deteriorate during regular business hours, the Executive Director may make the determination to close the office and send employees home early. In this event, no time off will be charged to the employee.
  4. When BIAV office is *open,* employees are expected to evaluate local road conditions and give first consideration to their personal safety in determining their ability to report to work. If the office is open, staff are expected to work from home or request annual leave.
  5. As indicated, BIAV staff will use social media to announce the office closing.

# Joint Venture

* 1. For purposes of this policy, a joint venture or similar arrangement (“venture or arrangement”) means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity without regard to:
     1. Whether the BIAV controls the venture or arrangement,
     2. The legal structure of the venture or arrangement, or
     3. Whether the venture or arrangement is taxed as a partnership or as an association or corporation for federal income tax purposes.
  2. The BIAV will negotiate transactions and arrangements with other members of the venture or arrangement in a manner that adequately ensures protection of the BIAV’s exempt status; safeguards will include but not be limited to require that:
     1. A level of control over the venture or arrangement will be sufficient to ensure that it furthers the exempt purpose of the BIAV;
     2. The venture or arrangement gives priority to exempt purposes over maximizing profits for the other participants, and
     3. The venture or arrangement does not engage in activities that would jeopardize the BIAV’s exemption.

# Mailings

* 1. The Development and Operations Manager is primarily responsible for handling all details related to bulk mailings; these include:
     1. Coordinating delivery of items with the bulk mail provider
     2. Coordinating the bulk mail schedule with BIAV staff and with the bulk mail provider
     3. Requesting funds for postage by:
        1. Verifying the bulk mail provider is using Form 3602N – Nonprofit Standard Mail
        2. Providing a completed check request to Deputy Director 3 days in advance of scheduled mailing
  2. Any staff planning to utilize the bulk mailing process should plan a one-month lead time from the date materials are sent to the printer.
  3. When a notice from the post office has been received that funds for the Business Reply Mail account have been expended, the Development and Operations Manager will:
     1. Prepare a check request with supportive documentation noting amounts for each category (e.g. registry, newsletters, conference, etc.).
     2. Have it approved by the Executive Director or designee, who will forward for payment.

# Management Transition

* 1. It is the responsibility of the Executive Director to review this policy with the Board and the Deputy Director at the start of each fiscal year.
  2. In the event of resignation or planned absence of more than fifteen (15) business days, the Executive Director will, with as much notice as possible, inform the Board President. The Executive Director will delegate management tasks to staff as appropriate, and communicate that information in writing to the President of the Board of Directors prior to the absence. The President will, with the Executive Committee, evaluate the circumstances of the absence and determine whether or not to implement or modify the management transition procedures prescribed below in this plan.
  3. In the event of an unplanned absence, the Executive Director or his/her representative will contact the Deputy Director as soon as is feasible. The Deputy Director will contact the Board President and BIAV staff, and will delegate any appointments, presentations, etc. on the Executive Director’s calendar to appropriate staff members or notify the existing parties of a cancellation. Within five (5) business days, the Board President and Executive Director or representative will discuss return to work dates. The Board President will convene the Executive Committee to convey the information and determine whether or not to implement or modify the management transition procedures prescribed below in this plan.
  4. A time-limited reduced schedule, with the intention of the Executive Director’s return to full-time employment, can be determined at the discretion of the Executive Committee.
  5. If it is determined the absence will be extensive, the following management transition procedures may be implemented at the discretion of the Executive Committee.
     1. Within five (5) business days of determining the need for an Acting Executive Director, the Executive Committee will appoint an Acting Executive Director, who shall have full authority for day-to-day decision making.
     2. In the event any Board member is named the Acting Executive Director, that person’s membership on the Board shall be temporarily suspended during the term of service as Acting Executive Director.
     3. The Acting Executive Director may be offered, at the discretion of the Executive Committee, a temporary salary equal to the entry-level salary of the executive director position, a bonus during the Acting Executive Director period, or no additional compensation.
     4. The Acting Executive Director reports to the Board President.
     5. The Executive Committee shall convene monthly during the tenure of the Acting Executive Director to address special support needs of the Acting Executive Director.
     6. The Acting Executive Director is to make the following decisions in consultation with the Board President and/or Executive Committee: staff hiring and terminations, financial issues, initiating new projects, and taking public policy positions on behalf of the organization.
  6. Immediately upon transferring the responsibilities to the Acting Executive Director, the Board President will notify staff members and members of the Board of Directors. The Acting Executive Director shall, as quickly as possible, communicate the temporary leadership structure to the Brain Injury Association of America, government contract officers, foundation program officers, civic leaders, major donors, contractors, key volunteers, and others as identified by Board and the Acting Executive Director.
  7. As needed, the Board can create a Transition Committee to:
     1. Establish a time frame and plan for the recruitment and selection of a permanent Executive Director, including consideration of the need for outside consulting assistance.
     2. Review BIAV Annual Workplan and existing strategic plan, and identify any issues that may need to be addressed during the transition process.
     3. Identify attributes and characteristics that are important to consider in the selection of the permanent Executive Director.

# Mandated Reporter

* 1. All BIAV employees, except those classified as temporary, are considered to be mandated reporters pursuant to §§ 63.2-1603 through 1610 of the Code of Virginia.
  2. Mandated reporters must complete an approved online training course on “Recognizing and Reporting Abuse, Neglect and Exploitation of Adults” within 3 months of hire. <http://www.dss.virginia.gov/family/as/mandated_reporters/ads5055/index.html>
  3. Upon completion of the training course, a copy of the Certificate of Completion along with a signed copy of the acknowledgment form is to be provided to the Deputy Director.

# Membership

* 1. Any person or organization who desires to become a Member of the Brain Injury Association of Virginia shall complete an **Application for Membership**, and submit the application and the full amount of annual dues then in effect for the appropriate category of membership. Membership in the Association is based on a calendar year (January-December) – fees are not pro-rated.
  2. The amount of dues paid by each Member shall be determined by their membership classification. The fee is determined by BIAV management staff, shall be clearly communicated in membership materials, and is subject to change at any time.
  3. The dues of each Member shall become due prior to January 1. Upon payment of a Member’s annual dues, membership shall be renewed through December 31.
  4. The Deputy Director or their designee shall be responsible for contacting members to renew their membership at least one month prior to the scheduled membership expiration date.
  5. **Membership Classification:**
     1. Individual/Family Membership - granted to persons with brain injury, family caregivers and others who support the goals and mission of the Association and participate in its activities.
     2. Professional Membership - granted to persons who support the goals and mission of the Association and participate in its activities through active application of their professional knowledge and skills. Such membership shall not be construed as any endorsement by the Association.
     3. Young Professional Membership – granted to professionals 35 and under who support the goals and mission of the Association and participate in its activities through active application of their professional knowledge and skills. Such membership shall not be construed as any endorsement by the Association.
     4. Career Starter Membership – granted to students currently enrolled in a degree-seeking program or graduates in the first year of their career. Such membership shall not be construed as any endorsement by the Association.
     5. Business Membership - granted to a business that supports the goals and mission of the Association and participates in its activities. One person from the business will be named as business representative, though 5 persons will benefit from training discounts. Such membership shall not be construed as any endorsement by the Association.
     6. Advocate Membership - Those members of the Virginia Alliance of Brain Injury Service Providers (heretofore referred to as the Alliance) that have contributed to the BIAV to support advocacy efforts shall receive advocate membership and one person from the Alliance group shall be named as the advocate representative. This membership class is separate from a business membership.
  6. Members of BIAV shall not be entitled to vote on any matter. They do have the right to serve on the Board of Directors, receive publications and participate in all activities sponsored by the Association.
  7. Membershipin the Association may be terminated by the Board of Directors, with or without cause, in the Board’s sole discretion. In the event of such termination, unless otherwise directed by the Board of Directors, the Association will provide the terminated member a pro-rata refund of the membership dues.
  8. Any member whose membership has been terminated may be reinstated by the Board of Directors on such terms and conditions as it may impose.
  9. **Member Benefits:**
     1. Subscription to BIAV monthly e-newsletter, *Headway*
     2. Registration discounts for BIAV educational workshops & conferences
     3. Inclusion on Advocacy list serve
     4. Subscription to BIAA quarterly magazine, *THE Challenge*
     5. Advance notice of special events, conferences & workshops
     6. Educational materials
     7. Access to members-only online peer communities
     8. Inclusion in members-only networking events

# Newsletter

* + 1. Primary oversight of the newsletters is the responsibility of the Communications Coordinator.
    2. The newsletter is sent on the first Monday of every month by e-mail to individuals in Salesforce who have indicated they want to receive BIAV e-mails.
    3. Content for each newsletter is submitted to the Communications Manager through Planner tasks. Content type is determined by upcoming BIAV events (such as webinars, conferences, meetups, etc.), relevant promotions, member spotlights, new blog entries, relevant research updates, etc.
    4. The following disclaimer is included in the newsletter: Headway, a monthly publication of the Brain Injury Association of Virginia, is provided for informational purposes only and does not constitute endorsement of treatments, individuals, or programs which appear herein.

# Organizational Sponsorship

* 1. BIAV actively solicits and encourages sponsorship of mission relevant activities. Our reputation is an important asset, and we recognize our responsibility to be good stewards of the trust placed in the organization. In order to minimize possibilities where conflicts of interest may occur, and to ensure sponsorship activities are in agreement with our mission, values and responsibilities, this policy provides general guidance, is not inclusive or exhaustive, and is subject to change at the discretion of BIAV at any time. This policy is not applicable to gifts, grants or unsolicited donations in which no benefits are granted and where no business relationship exists.
  2. Definitions (IRS Publication 598; 03/2010)
     1. Sponsorship: Payment made by a person or organization for which the person will receive no substantial benefit other than the use or acknowledgment of the business name, logo, or product lines in connection with the organization's activities. “Use or acknowledgment” does not include advertising the sponsor's products or services.
     2. Advertising: Payment in which the organization advertises the sponsor's products or services. Advertising includes: messages containing qualitative or comparative language, price information, or other indications of savings or value; endorsements; and inducements to purchase, sell, or use the products or services.  The use of promotional logos or slogans that are an established part of the sponsor's identity is not considered to be advertising, nor is distribution or display of a sponsor's product by the organization to the public at a sponsored event.
     3. Exclusive Sponsorship: Sponsorship arrangement that is exclusive by agreement.
  3. BIAV will not endorse, directly or by implication, any products or services; the presence of sponsor recognition or advertising does not imply endorsement of the sponsor or advertiser, and no implication of endorsement by BIAV of any product or sponsor may be made by an organizational sponsor in any format.
  4. BIAV will not solicit or accept sponsorships from entities whose practices, policies, or operations are deemed contrary to the values implicit in our mission, would reflect in a negative manner on the organization, or limit the organization’s ability to carry out its function fully and impartially.
  5. BIAV will not accept organizational sponsorships for certain categories of products and services, including illegal activities, firearm or other weapons, pornography, gambling opportunities or casinos, check cashing services, political issues, or religious topics.
  6. BIAV reserves the right to refuse or decline any offer of sponsorship, negotiate with the sponsor concerning any aspect of a proposed sponsorship or reject or cancel any organizational sponsor relationship at its own discretion.
  7. BIAV retains final approval of all sponsor/product placement, messages, banners, and copy.
  8. BIAV will possess control over any sponsored program, and sponsors will not automatically have the opportunity to provide input into operational matters relating to a project they have sponsored.
  9. The organization as a whole and the staff individually will be prohibited from receiving any substantial benefit from association with sponsors.
  10. The Executive Director will accept and approve all organizational sponsorships; in the event the Executive Director is unsure about a potential sponsorship, s/he will confer with the Executive Committee of the Board of Directors.
  11. The BIAV will not offer Exclusive Sponsorships without the prior approval of the Executive Committee of the Board of Directors.

# Person Centered Philosophy

1. BIAV’s Person-Centered Philosophy is based on the strong belief that every person should be given every opportunity to learn, express themselves, attain their goals, and make choices about the direction of their lives.
2. The assistance provided to those we serve is to be reflective of the individual's personal communication mechanisms and preferences; we demonstrate this approach by using people first, ordinary language, rather than professional jargon and by providing those we serve with ongoing opportunities to express their needs, desires, and preferences, and make choices.
3. Individuals are provided with opportunities to provide feedback on how they feel about the service they received and their progress toward attaining valued outcomes at any time, and are invited to provide feedback as part of our Customer Satisfaction survey process.

# Presentation Evaluation

1. BIAV utilizes a presentation evaluation system as a means to gather input from attendees to assess the quality and value of the educational events provided to professionals, persons with brain injury, caregivers, and the general public.
2. A presentation is defined as an in-service, workshop, training, or webinar.
3. When feasible, BIAV staff will conduct presentation evaluation with an audience survey in hard copy form and completed at the end of the presentation, or sent out via Survey Monkey after the event. When available, BIAV staff may use presentation evaluations conducted by sponsoring organizations.
4. Completed evaluations are given to the Data Coordinator for compilation and summarization. Feedback is provided directly to the staff presenter and/or facilitator of the event. Feedback from evaluations can be used to improve implementation, make judgments about content, and plan future events.
5. All completed evaluation summaries are housed in the presentation binder. Individual evaluation forms will be destroyed once the summary has been compiled.
6. **Process Improvement Plan**
   1. The BIAV process improvement plan outlines our efforts to analyze organizational processes, identify problems and correct them to improve the quality of our program objectives related to effectiveness, efficiency, service access and/or satisfaction.This plan involves a systematic approach that utilizes a *what, so what, now what* approach:
   2. **What**- identify the issue/incident that needs attention
   3. **So What**- what impact does this have on the individual/organization
   4. **Now What**- what will we do to address the issue; evaluate as needed
   5. The identified issues will be defined as critical or sentinel, resulting in the creation of a policy or modification to an existing policy. The event will be reviewed/approved by administration and prioritized accordingly. Once approved, the process improvement template (see Addendum) will be completed and filed in the Process Improvement Notebook.
   6. Data collection and analysis will also be implemented as needed.

# Response to Government Requests, Investigations, Search Warrants, and Subpoenas

1. This policy applies to staff and volunteers of the BIAV to ensure an appropriate response to requests from law enforcement agencies and government investigators and agents, including but not limited to information requests, search warrants and subpoenas. It does not apply to situations where law enforcement officials seek to serve an arrest warrant.
2. BIAV will cooperate with all law enforcement or government requests and investigations, while protecting the legal rights of the organization and the individuals we serve.
3. In order to ensure those proper protections and the proper conduct of the investigation, the Executive Director shall oversee and direct, to the extent possible, the response to all government investigations, including but not limited to Search Warrants, Subpoenas, and Subpoenas Duces Tecum involving an investigation related to business conducted at BIAV.
4. No searches are permitted unless a Search Warrant is presented.
5. Documents, computer files/media, etc. related to the investigation shall not be destroyed, hidden, or altered.
6. Any staff or volunteer who participates or otherwise has knowledge that a government investigation, Search Warrant, Subpoena, or Subpoena Duces Tecum has been executed that relates to BIAV matters should keep the matter confidential and refrain from discussing the written order or any related events with any individual except those authorized by legal counsel.
7. Definitions
   1. Search Warrant means a written court order that entitles law enforcement to search a defined area and seize property that is described in the search warrant or located in an area specifically identified as covered by the search warrant.
   2. Subpoena means a court or administrative order issued by a government agency requiring a person to appear and testify in court or to an agency. Depending upon the issuing agency, it may be delivered personally, by mail, or by leaving it at the individual’s home or place of business.
   3. Subpoena Duces Tecum means a Subpoena that directs a person to provide certain documents, such as client or business records, to a court, a government agency or to a lawyer. In some cases, the person may be required to accompany the records and testify as a witness.
8. Response to Search Warrant: Employees receiving an Agent are to:
   1. Provide an escort to a conference room or private office in order to minimize disruption.
   2. Request the following from the Agent in charge:
      1. A badge or other reliable identification. If there is reason to doubt the individual or the authenticity of the identification, call the agency to confirm.
      2. A business card. (If a business card is not available, ask for the name, title, agency, and telephone number of the Agent.)
      3. A copy of the Search Warrant.
      4. A copy of the affidavit submitted to the court to obtain the Search Warrant. The agent may refuse to provide the affidavit.
      5. The name and phone number of the prosecutor, if not indicated on the documents provided.
   3. Immediately contact the Executive Director, who will contact the President of the Board. If the Executive Director is unavailable, the employee will notify the Deputy Director. Provide all the information collected in step # 2.
   4. The Executive Director or designee will be present during the execution of the search warrant, and take the following steps to monitor the search:
9. Carefully read the Search Warrant.
10. Confirm the Search Warrant is signed by a judge. If there is a discrepancy, notify the Agent in charge.
11. Determine the area to be searched as noted in the Search Warrant, the type of evidence to be seized, and the time period/expiration. If there is any discrepancy between the scope of the Search Warrant and the search conducted by the Agents, notify the Agent in charge.
12. Assist the Agents in retrieving only those documents and other property subject to the search without volunteering any documentation or information not specified in the Search Warrant.
13. Identify essential staff that are knowledgeable and can assist in retrieving the documents, computer information, etc. Notify the Agent in charge that key employees will assist in order to minimize disruption of business, and that other employees will be allowed to leave. Send non-essential employees home, and advise staff who remain that the Agents may question them, that it is their choice whether or not they want to speak with an Agent and that they are not required to do so.
14. Monitor and not impede or obstruct the search.
15. Record in detail all seized items and where they were found. If the Agents assign numbers to the rooms they search, record the numbering scheme.
16. Decline to sign anything verifying the content or accuracy of the inventory prepared by any Agent present. Ask for a copy before the agent leaves.
17. Request back-up copies of all documents, computer media, computer hard drives, etc. before the Agents seize them.
18. Response to a Subpoena or Contact By a Government Investigator
    1. It is possible that an Agent may arrive unannounced at the BIAV office or at the homes of BIAV staff and volunteers to seek interviews or documents.
    2. If served with a Subpoena or otherwise requested to participate in an interview with an Agent that relates to business conducted at BIAV, immediately contact the Executive Director. If the Executive Director is unavailable, the employee will notify the Deputy Director.
19. Response to a Subpoena Duces Tecum
    1. If a Subpoena Duces Tecum is received and it relates to business conducted at BIAV or through its affiliated programs, it will be referred to the Executive Director. If the Executive Director is unavailable, the employee will notify the Deputy Director, who will direct the response to the Subpoena Duces Tecum or other information request.
    2. Records to be searched in response to a Subpoena Duces Tecum will include all databases, electronic or written correspondence, client files and notes, and other records as may be appropriate.

# Rights of Persons Served

* 1. BIAV is committed to supporting and protecting all of the fundamental human, civil, constitutional, and statutory rights of each person it serves.
  2. All persons served have the right to:
* be treated fairly and respectfully;
* privacy;
* confidentiality of information;
* be free from abuse, exploitation, retaliation, humiliation and neglect;
* a clear, supported complaint process;
* refuse services from BIAV;
* receive services in a manner that is non-coercive and respectful of the right to self-determination;
* access or referral to legal entities;
* adherence to research guidelines and ethics when persons served are involved, if applicable;
* investigation and resolution of alleged infringement of rights, and
* other legal rights as defined in state and federal law
  1. All persons served have the right to *NOT* be denied services on the basis of race, religion, national origin, sex, age, disability, marital status or funding
  2. In working with those we serve, BIAV will respect and acknowledge individual diversity such as (but not limited to):
* culture
* gender
* sexual orientation
* spiritual beliefs
* socioeconomic status
* language

# Risk Management

* 1. BIAV will continually conduct risk self-assessments and document results accordingly.
  2. Results of DARS Control Risk Self-Assessment will be provided to DARS annually, along with audited financial statements.
  3. A risk management audit will be performed by the Executive Director and Deputy Director on an annual basis; it will include:
     1. Risk management issues during the past year, and recommendations for risk reduction for the next year.
     2. Assessment of current risk of funding loss based on internal and external factors and a contingency plan for service delivery.
     3. An assessment of future real and potential risks to the organization and the impact those risks would have.
     4. Steps BIAV can take to minimize these risks and respond effectively to them, should they occur.
  4. Identified risk issues will be addressed and documented through the BIAV process improvement plan.

# Scholarships

* 1. BIAV offers education and program scholarships to members and others, based on need, date of receipt and availability of funds.
  2. Interested parties are required to submit a request in writing utilizing BIAV’s Scholarship Request Form.
  3. Requests for scholarships will be reviewed by the appropriate program director.

# Scope of Services

* 1. **BIAV provides services to:**

1. Persons with brain injury
2. Caregivers of persons with brain injury
3. Professionals providing services to persons with brain injury
4. Organization volunteers
5. General public
   1. **BIAV services** **include:**
6. Education: conferences, webinars, presentations and workshops
7. Outreach and Support: Information and Resource assistance, Trauma Registry outreach, facilitated Support Groups, technical assistance to affiliated support group leaders, and Camp Bruce McCoy
8. Public Awareness: informal and unstructured presentations at public events, formal presentations to community based organizations and the general public, collaboration with various traditional and social media sources
9. Advocacy: representation of the needs of the brain injury community in the legislative and policy arenas, including self and systems advocacy training tools and resources, policymaker education on the issues and lobbying.
   1. **Eligibility Requirements:**
      1. There are no eligibility requirements to participate in education, outreach and support, public awareness and advocacy activities.
      2. I&R services are available on a short-term basis to anyone who contacts us via phone, internet, or written correspondence
      3. There are no financial requirements to receive services.
      4. Iintake processes are limited to the collection of demographic data and information on the presenting issue only.
   2. **Operating Hours:**
10. Staff are in the office Monday-Friday 9-5.
11. Requests for information can be left anytime on voice mail, email or via web based submission.
12. Website and other resources available 24/7.
13. **Services Outside of Our Scope include:**
14. Case Management
15. Service Planning
16. Crisis Intervention
17. Financial Assistance
18. Psychological Counseling

# Sexual Abuse and Molestation

* 1. Sexual abuse of an individual is strictly prohibited in the workplace or during any BIAV-related program, service or activity. Sexual abuse includes but is not limited to: rape, sexual molestation, sexual exploitation, sexual contact between a staff person or volunteer and camper, or any attempts to commit such acts. (Refer to Section XII for Sexual Harassment policy).
  2. Allegations of sexual abuse are taken very seriously and therefore fall outside of the typical Complaint Process. These allegations can be treated as critical incidents though this is not required – immediate reporting and the safety of the person potentially being harmed is of utmost importance.
  3. Employees and volunteers must immediately report actual or suspected sexual abuse to their supervisor and/or Executive Director. If the matter involves a supervisor, a report must be made to the Executive Director. If the matter involves the Executive Director, a report must be made to the President of the Board of Directors. It is helpful, though not required, to provide a written record of the date, time and nature of the incident(s) and the names of any witnesses. If possible, BIAV’s Critical Incident Form should be used for documentation.
  4. BIAV prohibits retaliation made against any employee, volunteer, or other person who in good faith puts forth a complaint of sexual abuse or who participates in any related investigations.
  5. BIAV prohibits employees and volunteers from making knowingly false or malicious accusations. Anyone who violates this policy is subject to disciplinary action up to and including termination of employment.
  6. BIAV is committed to following state and federal law for reporting allegations or incidents of sexual abuse to appropriate law enforcement and adult protective services. As such, BIAV will not attempt to investigate or assess the validity or credibility of an allegation of sexual abuse before reporting to proper law enforcement authorities.
  7. BIAV will also conduct its own internal investigation and may utilize an outside third party to conduct the investigation.
  8. BIAV will make every reasonable effort to keep the matters involved in the allegation as confidential as possible while still allowing for a prompt and thorough investigation.
  9. Depending on the outcome of the internal/external investigation, BIAV will act by terminating the employee or volunteer, or documenting the allegation was unfounded.
  10. The person(s) making the allegation or filing the complaint will be notified of any correction actions to be taken by BIAV, if applicable and in line with confidentiality requirements.
  11. To provide a safe environment for the summer camp program, BIAV conducts criminal background checks on all prospective volunteers and will not hire/use the services of anyone convicted of sexual abuse as defined in Virginia code.
  12. BIAV employees and volunteers will receive training on this sexual abuse policy annually/prior to volunteering and will be required to sign a form indicating receipt and understanding of this policy.

# Social Media

* 1. Social media includes any website or medium including video that allows for communication in the open.
  2. We respect the rights of all employees and volunteers to participate in social media. However, activities in or outside of work that affect the mission or business interests of the organization are a proper focus for company policy.
     1. Use of social media sites shall be in accordance with BIAV’s confidentiality agreement signed by all employees and volunteers.
     2. Employees are not permitted to use personal social media accounts on BIAV’s time.
     3. Employees are discouraged from identifying BIAV as their employer on social media accounts. If they do identify BIAV as their employer, their bio must clearly state the views they express online are their own and they do not speak for or represent BIAV.
     4. Employees and volunteers are to refrain from using defamatory language about BIAV in personal social media outlets.
     5. Employees are discouraged from allowing work-related accounts (e.g. legislator, state program) to follow/friend them on social media.
     6. Employees and volunteers should not create BIAV-branded accounts which could be interpreted as representing the company.
     7. Violations of this policy may result in disciplinary action, up to and including termination.
  3. The Executive Director is the administrator of all BIAV social media accounts. Only employees authorized by the Executive Director may make changes or updates to these accounts.
  4. Login credentials are to be changed on all BIAV social media accounts upon termination of any employee with access to account information.
  5. BIAV reserves the right to edit or remove content deemed inappropriate, counter to, or in direct competition with the organization’s interests.

# Staff Development

* 1. All part time and full-time employees of BIAV are eligible to participate in staff development activities; temporary employees or volunteers may be eligible, at the discretion of the Executive Director.
  2. BIAV supports the continuous learning of its employees and may provide tuition assistance for participation in professional and career development activities such as classes, workshops, conferences and seminars, where funding for such programs is available.
  3. Eligible employees interested in pursuing a staff development activity are to request permission from their supervisor. It is the employee’s responsibility to share the details and cost of the staff development activity, including related fees such as transportation, parking, meals and lodging. No employee shall attend or participate in a staff development activity during the normal work day without prior approval.

1. **Strategic Planning**
2. BIAV will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals, strategies, initiatives, and programs. The plan will provide direction for both long and short-term decision-making by the Board of Directors and Senior Leadership to fulfill the mission of the organization and make choices among competing demands.

## The strategic planning process will incorporate the following components:

1. Mission statement
2. Vision statement
3. Values statement
4. SWOT (Strengths, Weaknesses Opportunities and Threats) and PEST (Political, Environmental, Social, Technological) factors assessment
5. Written, Board-approved Strategic Plan that includes major initiatives and goals over the next 3 years and an annual plan and goals for the next year

## Planning Cycle

1. At certain times, organizational leaders will determine the need exists to engage in a strategic visioning process with long time horizon, such as ten years, in order to make decisions about organizational direction, program commitments, or corporate structure. The resulting long-term vision will create an overarching strategic context for ongoing strategic planning.
2. The organization will engage in a rolling strategic planning process so the organization’s strategic initiatives and goals are always as current as possible, reflecting contemporary conditions.
3. The organization’s fiscal and planning year begins July 1; the strategic plan will drive the financial plan.
4. Data gathered to inform the strategic planning process may include input from:
5. Community health needs assessment
6. Opinions of organizational leaders, including the Board of Directors and senior executive team
7. Community and industry leaders
8. Stakeholders
9. Every year, the organization will adopt annual performance goals and make adjustments to the plan based on contract deliverables and changing conditions.
10. Senior management will continuously monitor changes in the critical assumptions underpinning the strategic plan as well as the organization’s actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.

# Succession Planning

1. The board, in partnership with the Executive Director, will engage in coordinated succession planning and leadership development to ensure a thorough process for recruiting and developing new board, executive, staff, and volunteer leaders.
2. The Executive Committee of the board will focus on leadership succession at the board level, the Executive Director at the staff level.
3. Succession planning and leadership development may include:
   1. Identifying opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
   2. Cross-training current staff to minimize the disruption from unexpected staffing changes. Supporting newly-placed employees, such as with coaching, mentoring, and defining goals.
4. Elements in place to optimize the leadership development process are:
5. Strategic plan that includes objectives for leadership talent development.
6. Annual executive performance evaluation.
7. Annual evaluations of staff.
8. Bi-annual Board self-assessment.
9. Financial reserves to cover a minimum of six months’ worth of operating capital.
10. Financial management systems that meet industry standards.

# Support Groups

* 1. The BIAV recognizes the vital role played by support groups in assisting persons with brain injury and their caregivers feel less lonely, isolated or judged, gain a sense of empowerment and control, and improve coping skills and sense of adjustment.
  2. Our policy is to facilitate local support groups when staffing permits, and to provide technical assistance that encourages the development and sustainability of support groups throughout the Commonwealth.
  3. **BIAV Facilitated Support Groups:**
     1. BIAV operates both in-person and virtual support groups.

1. Meetings run for approximately 1 hour.
2. Staff serve as the primary facilitator and/or contact for the group, are present at most meetings and are instrumental in the organizing and running of the group.
3. There is no joining or registration fee; attendance is always free.
   * 1. These groups do not maintain membership or attendance lists. The support group facilitator may ask for the address, phone number and/or email address of attendees in order to ensure that they receive notifications about upcoming meetings and events.
     2. In Person:
        1. Staff will identify community partners who are willing to allow BIAV to use their site for the support group meeting and determine the most suitable location. BIAV will adhere to the rules of the host agency (e.g. hours of use, capacity limitations).
        2. Costs associated with the in-person support group include refreshments, printing, and postage. Printing and postage may be billed to the contract under which the support group activity is allowed, however refreshments cannot. Therefore, monetary or in-kind donations from community business and/or contributions from support group participants should be considered for this need. Donations will be handled according to BIAV policy. If no other source of funding is found for refreshments, those purchases will come from BIAV general operating funds.
     3. Virtual support groups:
        1. Staff who facilitate the meetings must pre-approve each attendee and will coordinate invitations and sign ups/registration.
        2. Meetings will be conducted over a secure videoconferencing platform; the link to participate is only sent to invited or approved attendees.
        3. A unique link will be is created and sent to registered participants for each meeting to decrease the likelihood of hacking or uninvited attendees.
        4. Those who live out of state are welcome to attend.
        5. Attendance will be capped at 20 to maximize engagement.
     4. Pandemic Response
        1. In the event of a pandemic, BIAV will follow state and federal guidelines from the Virginia Department of Health (VDH), Governor’s office, and the Centers for Disease Control (CDC) as they pertain to operating in-person events.
        2. If in-person events are **not** permitted in Virginia, attendance at the virtual support group will be encouraged and offered.
        3. If in-person events **are** permitted in Virginia, BIAV will monitor community level of transmission by county. When level of transmission is in the **high** or **substantial** category where the event is to occur, the following restrictions apply:
           1. Attendance will be capped at 10 *attendees* (this cap includes guest speakers but not staff) – first come, first serve with a waiting list.
           2. Registration will be required and will include an acknowledgement that attendees are assuming risk of exposure and confirmation they are not exhibiting symptoms of the virus as referenced by the CDC’s list of symptoms) nor have they knowingly been exposed.
           3. Regardless of vaccination status, masks will be required by attendees and staff.
           4. Attendees must wash their hands or use hand sanitizer upon entering the meeting space.
           5. Attendees will be a minimum of 6 feet apart at all times.
           6. Refreshments will only be permitted if they are pre-packaged in single servings or served by a BIAV staff person who is masked and wears gloves.
   1. **Technical Assistance to Non-BIAV Support Groups:**
      1. Many brain injury support groups in Virginia are organized and facilitated by persons with brain injury, caregivers, professionals or other brain injury service providers. These groups may be attended by a BIAV staff member, but are not considered to be affiliated with BIAV.
      2. Non-BIAV support groups can choose whether or not to be listed on the BIAV statewide support group list and related website entry. Information on those groups is shared with I&R contacts and others as requested.
      3. BIAV provides technical assistance to support group leaders through information and resource sharing, educational materials and training, as funds permit. Examples include but are not limited to:
         1. Promotion of support groups through I&R, newsletter, website listing, Facebook and other social media outlets
         2. Assistance with problem solving regarding the support group’s structure, interactions and process
         3. BIAV’s publication *Helping Ourselves: A Guide for BI Support/Recovery groups* for support group leaders
         4. Suggestions on topics or possible speakers for the group
         5. Assistance with help answering questions posed by members of the group regarding brain injury resources, etc.
         6. Information on the latest developments regarding brain injury legislation
         7. Provision of brain injury awareness materials, prevention tips and informational handouts
         8. Information on BIAV programs
         9. Information on community resources of interest to support group members
   2. **New Support Groups:** When an individual or group approaches BIAV with interest in starting a new support group in their area, staff will provide:
      1. The statewide list of support groups, and encourage attendance at least two support group meetings (preferably at different groups)
      2. A copy of the support group manual *Helping Ourselves: A Guide for BI Support/Recovery Groups*
      3. A copy of the BIAV Support Group Fundraising policy
      4. Email notification of the new group to recent BIAV I&R contacts
      5. BIAV brochures, Resource Request Forms, BIAV membership forms, and a selection of articles for discussion and distribution
      6. Assistance in developing support group flyers

# Technology

1. BIAV is committed to protecting the agency from inappropriate use of its technology resources, virus attacks, compromises of security, and legal and related issues.
2. The term “User” includes all persons who use or have access to the agency’s technology resources, including but not limited to BIAV employees and other non-employees such as volunteers, interns, contractors and consultants.
3. Systems are to be upgraded with the latest software and security patches within one month of release.
4. **Electronic Records**
5. BIAV will maintain customer records in accordance with accepted professional standards and practices, and in recognition of the confidentiality of the information.
6. Each customer protected record will be restricted from public access, stored securely, and backed-up as appropriate and defined in other policies.
7. All personnel having access to customer records must sign the BIAV confidentiality statement.
8. **Personal Telephone, Cell Phone, and Email Usage:**
9. Use of BIAV’s phones and email accounts are first and foremost for work-related matters. Personal calls and emails should be kept to a minimum; personal cell phone usage during the work day should be kept to emergencies or short in duration and quantity.
10. Passwords and other confidential data are not to be stored on mobile devices or associated storage devices (e.g. memory sticks, related flash based supplemental storage media.)
11. **Technology Use and Privacy:**
12. BIAV’s technology resources consist of, but are not limited to, all agency-owned or leased computer equipment, telephones, cell phones, network devices, software, storage media, data, peripherals and accessories, etc. as well as electronic media and services that the agency provides such as e-mail, voice mail, the Internet and Intranet, electronic files, downloads, uploads, and wireless access devices.
13. Access is restricted to appropriate individuals as determined by the BIAV Executive Director or designee.
14. Every attempt should be made to protect vulnerable information on every level. Users must follow general password creation and maintenance protocol, keeping passwords private, protected, and maintained at all times.
15. Electronic communication should be accomplished with the same level of care, professional judgment, and discretion as paper documents.
16. All email accounts are to include a signature legend stating: *“This message may contain confidential information. Unless you are the addressee (or authorized to receive for the addressee), you may not copy, use, or distribute this information or information contained in attachments. If you have received this message in error, please delete it and notify us by return email or by calling 804-355-5748”*
17. Use of the agency’s technology resources is a privilege made available to users to assist in the performance of their BIAV duties or BIAV business. Limited, occasional use for personal, non-business purposes may be acceptable provided it does not adversely affect the performance of the user’s duties and does not negatively impact the technology resources integrity, or ability to appropriately conduct agency business and does not violate this policy, any other agency rule, regulation, or policy, or any federal, state, or local law.
18. BIAV’s technology resources may not be used for personal or pecuniary gain, or to access, create, transmit, print, download, or upload material (including images or text) that is considered abusive, fraudulent, defamatory, obscene, indecent, or sexually oriented, or which may be construed as harassing, threatening, or discriminatory based on race, color, religion, sex, national origin, age, or disability.
19. The installation, downloading, or running of unauthorized computer software, programs, or executable files or copyrighted and protected materials is prohibited. All software in use on BIAV's technology resources is to be officially licensed. No employee may load any software on BIAV's computers by any means of transmission unless authorized in advance. Authorization for loading software onto BIAV's computers should not be given until the software to be loaded has been thoroughly scanned for viruses. Any use that involves corruption or destruction of data, including creating or knowingly launching a virus or any other malicious software, or accessing restricted systems is prohibited.
20. The monitoring, auditing, and inspection by the agency of any and all technology resources may occur at any time, without notice, and without the user’s permission in order to ensure compliance with this and other BIAV policies and guidelines. Users shall have no expectation of privacy when using agency technology resources.
21. Compliance with and enforcement of this policy is the responsibility of each employee. Violations of this policy or violations of related federal or state law shall be reported immediately to the Executive Director or his/her designee. Any employee found to have violated this policy or related policies may be subject to disciplinary action up to and including termination of employment. Violations of any applicable Federal, State, or local laws and regulations may be considered a law enforcement matter and subject to prosecution.
22. **Minimum Computer Security Requirements for BIAV Remote Access:**
23. BIAV employees are provided with laptops which can be used from any location to access the BIAV network.
24. To minimize the risk of security breaches, employees may access the BIAV network from their private home connections or mobile devices as hot spots, but are prohibited from using public Wi-Fi.
25. Personal computers should not be used to access the BIAV network. Exceptions may be made, but permission to do so will require installation of a virtual private network (VPN) on the personal computer in order to protect BIAV’s data. Personal computers must include current antivirus software approved by BIAV’s IT Contractor and be password protected.
26. Employees are not authorized to store any Personally-Identifiable Information (PII) or any other confidential information in their care that is related to BIAV, on either their personal devices or any external storage device such as a thumb drive or on personal home computers or in personal email accounts.
27. **Personal Mobile Device:**
28. If an employee decides to access BIAV-owned email on personal mobile device, they must notify the Deputy Director. Personal Mobile devices include, but are not limited to Apple iOS based devices and Android OS Devices.
29. Personal mobile devices should be password protected if the employee uses their device to access BIAV email.
30. Employees are not permitted to access SharePoint or Salesforce on their personal mobile devices.

# Telework

1. All employees are expected to work at BIAV’s office during their scheduled hours unless a previous telework arrangement is approved by the Executive Director or unless BIAV’s office is closed.
2. Telework is defined as working at home or other off-site locations that are linked electronically to the BIAV central office. Teleworking is not a formal, universal employee benefit or an entitlement, but may be available to employees on a temporary, intermittent or regular part-time basis.
3. Employees who are eligible to telework:
   1. Have completed six months of employment
   2. Perform work of a nature wherein phone and /or face-to-face interaction may be scheduled to permit teleworking, and uninterrupted work time is suitable for primary job responsibilities of writing, editing, reading, analysis, design work, and data entry.
4. No employee may telework more than 2 days per week unless they are working remotely due to a medical condition or caring for an immediate family member (spouse, child, parent),
5. BIAV may provide specific tools/equipment for the employee to utilize at an alternative work site. When the employee uses her/his own equipment, the employee is responsible for maintenance and repair of equipment.
6. Telework is not a substitute for childcare or other dependent care; employees who work at home must manage dependent care and personal responsibilities in a way that allows them to successfully meet job responsibilities.
7. Participation in the program does not change the terms and conditions of the position, salary, amount of time an employee is expected to work, job responsibilities, or benefits.
8. BIAV has the right to refuse to make teleworking available to an employee.

# Travel

* 1. BIAV travel regulations are compatible with state agency guidelines for mileage, meals and lodging rates.
  2. All agency travel is evaluated on a cost – benefit basis and must be authorized in advance by the Executive Director or designee for overnight or day trips outside the official station as defined by state agency guidelines.
  3. Lodging and transportation reimbursement requests must be submitted with valid documentation and the corresponding credit card expense report.
  4. BIAV will reimburse individuals for approved, reasonable, proper, and necessary travel expenses incurred in conjunction with job responsibilities.
  5. **Personal Vehicles:**
     1. Unless previously approved by the Executive Director or designee, or in the event of an emergency, employees or volunteer of BIAV are not to provide consumer transportation.
     2. All employees are required to have liability insurance on their personal vehicles. This expense is not reimbursable by BIAV.
  6. **Car Travel:**
     1. Mileage is considered to be business miles traveled less commuting mileage. Commuting mileage is the distance from an employee’s home to his/her regular office assignment.
     2. Local travel (within 25 miles of the employee’s home office) is not considered reimbursable.
     3. Other mileage is reimbursed at or below the current state rate.
     4. Parking and tolls associated with local or long-distance travel are reimbursed with receipts.
     5. When possible, employees should carpool to conferences/events to avoid duplicate mileage costs.
  7. **Air Travel and Other Ground Transportation:**
     1. BIAV will pay for airfares to approved destinations, for other forms of ground transportation (e.g. hotel shuttle, taxi, train, or bus) and for the fees associated with the first checked bag.
     2. Employees are expected to use the lowest available airfare or ground transportation service.
  8. **Lodging**
     1. Travelers should request the state government per diem room rate at their hotel.
     2. Employees may use a company issued credit card for payment of lodging.
     3. Employees will need to use a personal credit card to cover the cost of any incidentals (i.e.: phone calls, movie rentals, etc.) incurred during the trip. However, BIAV will pay for hotel internet costs if it is necessary for the employee to have such access.
  9. **Per Diem:**
     1. Meals are reimbursable for official overnight travel only.
     2. See “State Travel Regulations and Reimbursable Rates” guidelines for the state of Virginia for official per diem rates and regulations.
  10. **Non-Reimbursable Expenses:**
      1. Hotel phone surcharges
      2. First class, spouse, and international travel
      3. Upgrades to air travel, car rentals, or hotel rooms
      4. Personal entertainment or recreational expenses
      5. Fines, penalties, or legal fees (i.e. parking violations)
      6. Excess baggage charges
  11. **Reimbursement procedures**:
      1. Expense reimbursement requests, including personal expenses and overnight travel expenses, must be submitted to the Deputy Director no later than 30 days after the expense was incurred.
      2. Personal expense checks must be cashed or deposited within 30-45 days.

# Use of Photos and Other Images

* 1. Photos taken at any BIAV event or function are considered to be the property of BIAV and may not be used by employees without authorization from the Executive Director.
  2. Unless BIAV staff are otherwise informed, individuals attending BIAV functions may be photographed, audio/video recorded and are considered to have authorized the use of their images.
  3. Photos and video may be used in a variety of ways including in BIAV publications, on the BIAV website or through other means of social media.
  4. No individual shall be compensated by BIAV for the use of their image.
  5. For non-event functions, staff are to have individuals complete the Photo, Audio and Video Release Form.

# Virginia Statewide Trauma Registry (VSTR) Outreach

1. BIAV, under contract with DARS, coordinates and conducts outreach to individuals reported to the VSTR with a diagnosis of traumatic brain injury, to provide education about brain injury and inform them of available resources.
2. Resource coordination program staff will coordinate with DARS program staff to obtain a copy of a signed DARS letter, stationary, and labels for mailing.

# Volunteers

1. BIAV uses volunteers for public awareness and other events, and this policy outlines expectations and responsibilities.
2. Volunteers must be at least 16 years of age to participate without parental supervision; volunteers 6-16 years of age are allowed to participate with parental supervision. They are expected to show a genuine concern for those we serve. The ideal volunteer is self-motivated, willing to work hard, mature, sensitive, dependable, a team player and reliable.
3. Event volunteers are signed up by staff or through an online sign-up process, depending on the event. Volunteers will be instructed whom to call prior to the start of their shift if they are unable to fulfill their commitment.
4. Background checks will be conducted on volunteers with direct care responsibilities.
5. Volunteers will receive a communication from the event coordinator outlining the volunteer’s scope of duties and responsibility. Volunteers who require any documentation in support of an assessment of performance are to notify the volunteer coordinator prior to the start of the event.
6. Volunteers are expected to:
   1. Complete a basic orientation session as scheduled before reporting to their first assignment. Additional training may also be required.
   2. Agree to represent BIAV by performing in a professional manner, and not allowing personal views and opinions from conflicting with the event’s purpose.
   3. Conduct themselves in a way that promotes safety of themselves, coworkers, and event attendees. Volunteers should never put themselves or others into a situation that makes them fearful or uncomfortable; if such a situation should arise, they are to notify a staff member immediately.
   4. Dress appropriately for the conditions and performance of their duties.
   5. Sign the BIAV’s Confidentiality Agreement
7. Any personal injury that occurs while volunteering for BIAV should immediately be reported to a staff member. Volunteers are not covered under the organization’s insurance for injury to themselves.
8. BIAV encourages volunteers to make suggestions, voice concerns and give ideas about how the agency fulfills its mission to the community.
9. Failure to comply with BIAV policies and procedures related to volunteering may result in disciplinary action or termination.

# XLVIII. Website

* 1. The BIAV website is provided for informational purposes only and does not constitute endorsement of treatments, individuals, or programs which appear herein.

1. Every reasonable effort will be made to ensure resources contained within the BIAV website are trustworthy, reliable, and accurate. The Deputy Director is responsible for ensuring the application of safety measures and is responsible for authorizing staff to make changes to the website. The website will clearly display a disclaimer holding BIAV harmless from information contained in the contents of the links/resources section.
2. Oversight of the BIAV website is the responsibility of the Education Manager.
3. The Deputy Director will work directly with the on-line software developer to address issues and concerns related to the website.
4. All web page content must be approved by the Deputy Director or their designee before it can be posted live.
5. Photos of individuals may appear on the site unless BIAV has been informed that use of their image is not authorized.
6. The Education Manager reserves the right to make any changes to the website to make it compliant with DARS/BIAV website and accessibility guidelines.
7. BIAV web pages are to be updated on a regular basis. If a web page with outdated content is encountered by the Deputy Director or their designee, staff will be notified. If updated content is not provided, the Education Manager reserves the right to remove the content and/or entire web page.
8. The Deputy Director should be contacted for all technical support issues regarding the website.
9. Recognition of Corporate Sponsors:
   1. Corporate sponsors of the organization will be recognized on the website.
   2. Corporate Sponsor recognition on the BIAV website is neither a guarantee nor an endorsement of the product, service, or company or the claims made for the product.
10. Links:
11. Advertisement space is not for sale on the BIAV website.
12. BIAV will not provide links to third party websites in exchange for a monetary fee.
13. All requests for links will be reviewed by the Deputy Director and will be subject to periodic review for compliance.
14. External links on the website are provided for the visitor’s convenience, and BIAV will only consider links to third party sites with relevant educational content.
15. Linked websites are not under the control of or maintained by BIAV and BIAV is not responsible for the nature, content, and availability of those sites. Inclusion of the linked sites does not constitute endorsement of treatments, individuals, or programs which appear on those sites.
16. BIAV does not enter into reciprocal link agreements. We provide links to sites that are appropriate to our mission. Our creation of a link to a site does not obligate a link back to us.
17. BIAV reserves the right to refuse to provide a link to or to remove existing links to third party sites.
18. Request to add link policy
19. Third party web sites may provide links to our web site provided they:
20. Do not present the link in a confusing, misleading or damaging manner, in a such as way as to suggest that BIAV has a relationship or affiliation with the site, or that BIAV in any way endorses, sponsors, or recommends the products, services, or content offered on the site.
21. Do not incorporate any content from the BIAV website by any means including in-lining or framing without express written permission.
22. Privacy Statement
23. What Information Do We Collect? When you visit our website, you may provide us with two types of information: personal information you knowingly choose to disclose that is collected on an individual basis, and website use information collected on an aggregate basis as you and others browse our website.
24. Personal Information You Choose to Provide. We may request you voluntarily supply us with personal information, including your email address, postal address, home or work telephone number and other personal information for such purposes as information requests, personal correspondence, or placing an order. If you choose to correspond with us through email, we may retain the content of your email messages together with your email address and our responses. We provide the same protections for these electronic communications that we employ in the maintenance of information received by mail and telephone.
25. Website Use Information. Similar to other websites, our site may utilize a standard technology called "cookies" (see explanation below, "What Are Cookies?") and web server logs to collect information about how our website is used. Information gathered through cookies and server logs may include the date and time of visits, the pages viewed, time spent at our website, and the sites visited just before and just after ours. This information is collected on an aggregate basis. None of this information is associated with you as an individual.
26. How Do We Use the Information You Provide to Us? Broadly speaking, we use personal information for purposes of administering our business activities and providing information, service and support to our stakeholders. Occasionally, we may use it to notify you about information you may find valuable; lists used to send you information are developed and managed under our traditional standards designed to safeguard the security and privacy of all personal information provided by those who contact BIAV. You may at any time notify us of your desire not to receive these offers.
27. What Are Cookies? Cookies are a feature of web browser software that allows web servers to recognize the computer used to access a website. Cookies are small pieces of data that are stored by a user's web browser on the user's hard drive. Cookies can remember what information a user accesses on one web page to simplify subsequent interactions with that website by the same user or to use the information to streamline the user's transactions on related web pages. This makes it easier for a user to move from web page to web page and to complete commercial transactions over the Internet. Cookies should make your online experience easier and more personalized.
28. How Do We Use Information Collected from Cookies? We use website browser software tools such as cookies and web server logs to gather information about our website users' browsing activities, in order to constantly improve our website and better serve our users. This information assists us to design and arrange our web pages in the most user-friendly manner and to continually improve our website to better meet the needs of our users and prospective users. Cookies help us collect important business and technical statistics. The information in the cookies lets us trace the paths followed by users to our website as they move from one page to another. Web server logs allow us to count how many people visit our website and evaluate our website's visitor capacity. We do not use these technologies to capture your individual email address or any personally identifying information about you.
29. How Do We Secure Information Transmissions? When you send confidential personal information to us on our website, a secure server software which we have licensed encrypts all information you input before it is sent to us. The information is scrambled en route and decoded once it reaches our website. Other email that you may send to us may not be secure unless we advise you that security measures will be in place prior to your transmitting the information. For that reason, we ask that you do not send confidential information such as Social Security, credit card, or account numbers to us through an unsecured email.
30. How Do We Protect Your Information? We utilize encryption/security software to safeguard the confidentiality of personal information we collect from unauthorized access or disclosure and accidental loss, alteration or destruction. Our organization values, ethical standards, policies and practices are committed to the protection of user information. In general, our business practices limit employee access to confidential information, and limit the use and disclosure of such information to authorized persons, processes and transactions.
31. How Can You Access and Correct Your Information? You may request access to all your personally identifiable information we collect online and maintain in our database by emailing us using the contact form provided to you within the site structure of our website.
32. Do We Disclose Information to Outside Parties? We may provide aggregate information about our customers, sales, website traffic patterns and related website information to our affiliates or reputable third parties, but this information will not include personally identifying data, except as otherwise provided in this privacy policy. We may disclose information when legally compelled to do so.
33. Permission to Use Materials. The right to download and store or output the materials in our website is granted for the user's personal use only, and materials may not be reproduced in any edited form. Any other reproduction, transmission, performance, display or editing of these materials by any means mechanical or electronic without our express written permission is strictly prohibited. Users wishing to obtain permission to reprint or reproduce any materials appearing on this site may contact us directlyTop of Form.
34. Links to Third Party Sites. Users may, through hypertext or other computer “links,” gain access to other websites on the Internet which are not operated or monitored by BIAV. BIAV is providing these links to you only as a convenience, and the inclusion of any link does not imply endorsement by BIAV of the website or content linked to it. BIAV assumes no responsibility for any material outside of BIAV’s website, including any website which may be accessed through a link on the BIAV website. Unless otherwise expressly stated, BIAV is not sponsored by or affiliated with the linked website.

# Procedures APPENDIX

# Crisis Intervention Procedure

1. Although BIAV does not provide crisis intervention services, there may be times when staff find themselves in a situation that they are unable to de-escalate and/or which requires immediate intervention. The following protocol serves to provide guidance to BIAV staff, while clearly limiting our risk exposure in this instance, as we are not trained crisis intervention hotline specialists.
2. Three types of crisis can occur at two severity levels:
   1. Types:
3. Medical: Medically related problems such as stops responding, distress sounds
4. Physical: assault or bodily harm
5. Psychological: signs or symptoms of depression or other mood disorder.
   1. Levels:
      * 1. Emergent: Caller/visitor threatens harm to self or others, and/or staff suspect an emergency may be occurring or imminent.
        2. Urgent: Caller/visitor is not in immediate danger but is at risk of a serious problem in one of the three areas. Action regarding urgent situations can be delayed 24 hours or more.
6. Assessment Protocol:
7. Determine type of crisis: Medical, physical or psychological.
8. Medical or Physical: Determine level of crisis (emergent or urgent), and strongly encourage caller to contact 911 to initiate rescue. If a visitor experiences a medical or physical emergency and is unable to initiate rescue, BIAV staff will provide first aid and supportive assistance as able until help arrives.
9. Psychological: Determine level of crisis
   1. Imminence: Ask “Do you need me to call someone to help you right now?” If yes, staff will call *911/suicide hotline,* staying on the line with the caller until the call is answered by 911/hotline staff. If no, provide supportive I&R counseling and provide resources as appropriate.
   2. Intentionality: ask “Have you thought about suicide or homicide? Do you have a plan?” If yes, go to lethality. If no, provide supportive I&R counseling and provide resources as appropriate.
   3. Lethality: Ask “Do you have the means to carry out the plan?” If yes, call *911/suicide hotline,* staying on the line with the caller until the call is answered by 911/hotline staff. If no, supportive I&R counseling and provide resources as appropriate.
10. BIAV staff will not re-contact the caller without explicit permission to do so.

# Expense Reimbursement

1. Travel
2. On occasion, travel is required to fulfill the responsibilities of some jobs within BIAV. When travel is required, BIAV will follow the standards outlined in the Commonwealth Accounting Policies and Procedures (CAPP)Manual
3. Personnel are expected to complete the BIAV electronic expense voucher within 5 days of their return to the office; all receipts claimed on the voucher must be uploaded electronically or given to the Deputy Director.
4. Meals:
5. Meals are reimbursable for official overnight and overtime travel; reimbursement for other meals is at the discretion of the Executive Director.
6. Meal expenses other than those associated with travel must be turned in by the end of the month in which the expense incurred.
7. Meals consumed when on official agency business can be reimbursed as a per diem expense per the standards outlined in the Commonwealth Accounting Policies and Procedures (CAPP)Manual.
8. Any meals reimbursed for the actual amount require an itemized receipt.
9. All travel/meal expenses must be submitted using the electronic expense voucher to the Deputy Director.
10. Personal:
11. Employees using personal funds to purchase items used to conduct BIAV business will be reimbursed if the purchase is approved.
12. Parking and tolls are reimbursed with receipts, which must include the name of the facility. Mileage is reimbursed at the current state rate. Mileage is considered to be business miles traveled less commuting mileage. Commuting mileage is the distance from an employee’s home to his/her regular office assignment.
13. When submitting mileage for reimbursement, a screenshot or scanned copy of Mapquest or Google Maps (or their equivalent) must also be submitted in order to verify the general range of mileage being submitted.
14. All personal expenses must be submitted on BIAV’s electronic expense voucher to the Deputy Director.

# Information and Referral

1. Definitions:
2. **Level I – Inquiries**: Conducted with a PWBI, family members/caregivers, and/or professionals and BIAV staff, inquiries are basic, relatively brief exchanges that can be handled by most BIAV staff and include:
   * + - 1. Providing a phone number
         2. Answering a simple question
3. **Level II – Resource Requests:** Conducted with a PWBI, family members/caregivers, and/or professionals and BIAV staff, resource requests require more than answering a simple question or suggesting a quick resource. Resource requests include filling website requests or registry Resource Request Forms (RRFs) and may require staff to invest more time in customizing requested information on several topics, or specific referral sources. Examples include looking for a specialist who deals with headaches post brain injury or researching information regarding mood and agitation specifically for teens post brain injury.
4. **Level III - Neuro-Resource Facilitation (NRF):**Conducted with a PWBI and family members/caregivers; these exchanges provide emotional support, assistance clarifying issues, problem-solving, encouragement to view current challenges in the context of a better understanding of brain injury, and/or assistance developing a preliminary course of action. Resource Education is typically provided as part of NRF and can include the provision of detailed information about *how* to access services, how the service system works, and/or how to get what they need from service delivery systems (for example, describing what a waiver is and how to fill out the form when applying for it). This may also include investigating resources to ensure they are current, relevant, and appropriate (e.g. finding the optimal contact person within a program).
5. **Level IV – Case** **Discussion:** Conducted with a professional; provides analysis of the presenting problem in the context of brain injury knowledge and staff familiarity of relevant services. It can include suggestions for possible courses of action. Generally, an individual’s name is not discussed or released by the professional or BIAV I&R program staff during case discussion. Occasionally, BIAV staff may need to initiate a case discussion with a professional (e.g. when a person is already or trying to work with a case manager from an insurance company or other state funded program). In such instances, BIAV staff must secure explicit consent from the person receiving I&R to discuss their case and document this information in the case note in Salesforce.
6. Service Delivery & Contact Management:
7. A contact is any I&R-related communication with BIAV, regardless of communication method.
8. Levels II, III, and IV services require a certain expertise and are only provided by I&R program staff.
9. I&R staff are to follow the guidelines outlined in the AIRS Standards Manual (Service Delivery/Standard 1/Quality Indicator 1).
10. Requests for I&R services occur via telephone, mail, web-based forms, chat, and email. Occasionally, BIAV will get a walk-in, though this is not advertised as a service, nor is it encouraged. A walk-in will be treated as any contact.
11. Regardless of communication method, all requests should:
    * + - 1. Be handled in a professional manner;
          2. Provide accurate and necessary information that enables the individual to choose the most appropriate resource(s);
          3. Recognize the recipient’s right to make their own choices;
          4. Encourage people to contact us again if additional services are needed;
          5. Present at least three referrals (if possible) to give the individual a choice and prevent the perception of BIAV making a “recommendation,” while being careful not to overwhelm the individual with too many options.
12. Phone and chat services are available 9:00 a.m. to 4:00 p.m. Monday through Friday, excluding holidays.
13. Response to requests for I&R services, regardless of mode of communication, are to be completed within 5 business days.
14. Phone Calls:
    1. All BIAV staff are available to triage calls and should gather basic demographic information (name, phone number, county, general reason for call), and communicate this information with appropriate I&R staff.
    2. If an I&R staff person is unable to take the call, the preferred response is for the person taking the call to take a message, enter caller’s contact information into Salesforce and assign a task to the appropriate I&R staff. If this is not feasible, a handwritten message or email is acceptable, but should be the last resort.
15. Chat:
    1. I&R staff responsible for responding to the website chat will set their status to “available” in the PureChat Dashboard at any time they are at their desk. If they are on the phone, on another chat, or away from their desk, they must set their status to “unavailable.”
    2. Staff assigned to web-site chat must set up appropriate sound or desktop notification to alert staff when a new chat is initiated; staff are expected to respond to the new chat within two minutes.
    3. Once answered, I&R staff involved in a chat should follow the same format and procedures used for telephone calls as time allows.
    4. Upon completion of the chat, staff will enter all data into the database pursuant to the documentation procedures below, to the extent possible given that some chats don’t yield much data.
    5. PureChat will e-mail the transcript of the chat to the staff person; this file should be attached to the case note section of the contact’s file.
16. Challenging/Abusive Contacts:
    * 1. There may be instances in which a person contacting BIAV is verbally abusive to staff. If talking with a PWBI, staff should recognize this may be due to their injury.
      2. Staff should attempt to redirect the inquirer into an appropriate dialogue; never use offensive language or join in the inquirer’s abuse and anger; and offer the inquirer the opportunity to speak with another staff member or supervisor, if available.
      3. As a last resort, staff should terminate contact with the inquirer. Staff must always announce they are terminating contact before hanging up or closing a web-site chat session and must do so in a courteous and professional manner, and inform the person they can call back or reinitiate a chat session when able to discuss the issue appropriately.
17. At-Risk Contacts:
    * 1. Staff will use professional judgment to determine whether a contact is at-risk and should be followed up with. At-risk could mean the person may have difficulty following through due to cognitive, behavioral or other issues.
      2. If staff determine follow-up is necessary, a task must be created in Salesforce and the follow-up will occur within two weeks from the original contact.
      3. During the follow-up contact, staff should determine whether the original need still exists and whether the individual followed through on the referrals previously provided. Staff can problem-solve with the individual about issues, brainstorm solutions, determine if additional needs have arisen, and make additional referrals, as appropriate.
      4. All attempts to reach the inquirer, either by telephone or e-mail, will be recorded in the task reminder and case notes. If there is no response after three follow-up attempts, the task shall be closed.
18. Confidentiality:
    * 1. Staff must comply with the Confidentiality policy contained within the Operations section in BIAV’s Policies.
      2. Staff may have interactions with different inquirers related to the same person with a brain injury. Specifics of such interactions are considered confidential and are not to be disclosed, except as permitted in the Confidentiality policy.
19. Documentation
    1. Documentation of all I&R contacts and cases will be done in the Salesforce database. Refer to the Cases and Contacts Salesforce Guides in the Operations/How To folder for details.
    2. Ideally, information from an I&R contact will be entered in real time into Salesforce. If this standard is not met, staff will at minimum create a contact record the same business day the contact is received (provided the request is received within BIAV’s business hours). If a request for I&R is received after business hours, the contact record will be created the following business day.
    3. Contact sheets may be used to note information during an I&R contact, especially during “cold calls” (i.e., those individuals with whom there have been no previous contacts). The content documented on these sheets must be entered into Salesforce no later than 2 business days post contact. These sheets must be shredded immediately upon entering their contents into Salesforce.
    4. Transfer of the required I&R data points into the BI First database is the responsibility of the Data Coordinator and will be completed on a monthly basis.
    5. When documenting in the Case Notes, use the approved acronym list located on the P drive (P:Programs/I&R/Program improvements/Acronym List)
20. Online Directory
    1. BIAV maintains a database of programs, services, and professionals to be utilized by staff to provide appropriate information and referrals to inquirers. The database includes lists of medical and psychological professionals, attorneys, support groups, and rehabilitation and related programs. This directory is available to users of the BIAV website via the “Find a Community Resource” search tool. Electronic and printed lists are available to be e-mailed or mailed.
    2. Updates to the directory are to be assigned as a task in Planner to the Education Manager and Deputy Director as soon as a staff person becomes aware of changes. These updates will be made within 2 business days after assigned.
    3. A review of directory entries to check for currency and relevancy will take place at the end of each calendar year, to be coordinated by the Program Director.
21. Resources
22. BIAV maintains a clearinghouse of educational articles, videos, and other materials about brain injury, its consequences, and its impact on the individual, family, and community.
23. Resources should only be sent as PDF version so they are not edited by other parties. Word versions that are editable are housed in a separate folder.
24. Customer Survey
25. I&R contacts will receive a customer survey, as outlined in Section VII of the Operations section of BIAV’s Policy and Procedures Manual.
26. When each Case is set to “closed” status in the database, staff will create a new task under Open Activities to prompt the Data Coordinator to send the customer survey.
27. When a completed customer survey indicates a need for additional information or assistance, the Data Coordinator will task the I&R staff member in Salesforce with specific details for the follow up. Follow up is to be completed within two weeks. Results are recorded in a new Case or Task by the I&R staff as appropriate.
28. Program Improvement/Evaluation
29. The I&R Program Team will meet monthly to review program initiatives, provide program updates, and review data points provided by the Data Coordinator.
30. Annually, the Deputy Director will develop a program improvement plan to be followed by an annual review and evaluation of the I&R program to determine effectiveness, including review and analysis of customer feedback, challenges encountered by staff, and statistical data collected regarding the number of contacts, demographics of contacts, and unmet needs of contacts

# Office Procedures for Pandemic Response

* 1. When it is determined BIAV will operate remotely due to a pandemic, employees may return to the office as their safety, personal needs and preferences dictate. Employees caring for young children or family members with disabilities and employees with disabilities will be given significant discretion over their presence in the office. Until the remote work restrictions are lifted for all, no employee will be required to come into the office unless absolutely necessary to perform some function of their job as business demands.
  2. Due to the ever-changing nature of viruses and pandemics, and related state and federal guidance, BIAV will issue interim protocols to align with state and federal guidelines and mandates, including the Virginia Department of Health and Centers for Disease Control. If guidelines are permanent or effective long-term, the policies and procedures will be updated. Interim protocols will be communicated via email to all staff and all staff are expected to comply.

# Orientation

1. Student and Staff orientation will follow similar procedures as those that appear below
2. Pre-Start Activities:
3. Once a start date has been determined, the direct supervisor will develop an orientation schedule for the new employee and communicate that to staff.
4. Supervisor will contact IT and initiate network access, including email.
5. Supervisor will set-up employee work space and prepare an orientation packet for the new employee to review, discuss and sign.
   * + 1. Orientation schedule
       2. Documents: Employee Information Form, Acknowledgment of Receipt and Understanding of Policy and Procedure Manual
       3. Copy of job description and the performance expectations.
       4. BIAV’s policies and procedures and organizational chart
6. Post-Start Activities:
7. Provide tour of office and staff introductions
8. Distribute keys
9. Complete new-hire paperwork (tax forms, I-9, personnel form)
   * + 1. ICE Form I-9, Employment Eligibility Verification
       2. W-4 Form for payroll withholding
       3. Staff personnel form
       4. Benefit coverage election and beneficiary designation forms.
10. Orientation Review:
    1. Employee: Job Description; Job Competencies; policies related to: Hours of Work and Attendance, Payroll, Employee Benefits information, Introductory Employment Period, Conflict of Interest, Confidentiality, Rights of Persons Served, Cultural Competency, Social Media, Health and Safety, Emergency Procedures, Person Centered Philosophy, Ethical Code of Conduct
    2. Program: Expense Reporting, Database, Grants, Contracts, Development, Membership, Registry Outreach, Information and Referral, Education Events, Publications

# Performance Reviews

1. Executive Director
2. The annual review of the Executive Director will be completed by the Executive Committee of the Board of Directors.
3. The review of his/her performance will be conducted by the President of the Board, and will be held at a time mutually agreed upon by both parties.
4. The Executive Committee will jointly prepare a summary statement for the review, highlighting key performance rankings and key takeaways (i.e. what is going well and what stands as an opportunity). The statement will be limited in length to no more than one-page and approved by a majority vote of the committee.
5. A Committee approved review form will be used to cover key areas of performance and evaluate parameters focused on success in furthering BIAV’s mission.
6. The Executive Committee will review all compensation decisions for the Executive Director with the Finance Committee, and will make a recommendation for consideration to the Board of Directors that complies with the Board approved Compensation Policy.
7. Staff
8. BIAV will evaluate the performance of all employees annually and may evaluate the performance of new hires on or before the completion of their first 6 months of employment. These reviews should represent employee performance during the entire review period.
9. The Executive Director may review performance more often if deemed necessary for performance issues or disciplinary action.
10. Performance review forms will be completed by the employee and his or her supervisor in preparation for the annual review meeting. Each performance review is job specific and designed around the employee job description and duties. To insure an accurate evaluation, it is critical that the job description be reviewed, updated, and signed annually by the employee. The performance review meeting is facilitated by the supervisor, but is intended to be a dialogue between both parties,

# VII. Virginia Statewide Trauma Registry Mailing

* + 1. The Development and Operations Manager will coordinate the outreach mailings; will consult BIAV staff and work with designated DARS Brain Injury Services Coordination Unit (BISCU) staff to determine mailing schedules, and receive letters and mailing supplies.
    2. BIAV will contract with a mail services provider to prepare the mailing, affix the labels and first-class postage (provided by BIAV) and deliver the mail to the Post Office. The mailing includes:
       1. Letter from the BISCU Director
       2. Fact card about brain injury (provided by BIAV)
       3. Outreach reply card (provided by BIAV)
       4. Business reply envelope addressed to BIAV (provided by BIAV)
    3. The Development and Operations Manager will maintain a spreadsheet documenting the number of letters mailed and the number of envelopes returned as undeliverable to DARS. These figures, together with a database derived report, will be reported on the Scorecard and used to determine the VSTR response rate.
    4. Individuals who contact BIAV in response to VSTR Outreach will be managed in compliance with BIAV’s I&R Policy. Their first case record will be designated as either “Registry I&R” or “Registry Consultation.”
    5. If a respondent wishes to know what information about them is contained in the Virginia State Trauma Registry, they will be provided with the appropriate Release of Registry Information Form (Self or Third Party) and instructed to send it to DARS.

# VIII. Website Review

* + 1. The website is divided into menus with drop down pages. Each menu has a header page and four or more drop down pages sections. Each page (including the header page and any sub-pages) will be assigned to a staff member for review.
    2. Designated staff members are responsible for reviewing assigned content themselves or delegating to another staff member to review.
    3. Each webpage will be reviewed twice a year (January and July,).
    4. Content should be reviewed for accuracy (including statistics).
    5. Any links (internal and external) should be verified.
    6. All documents should be checked to ensure they are the most current.
    7. The Education Manager will maintain a current list of the website sections and the assigned staff member(s) and will send a reminder email to designated staff at least one month prior to the deadline to ensure ample time for review.
    8. All changes/updates should be forwarded to the Education Manager by the end of the review month (January and July). Any text changes should be sent exactly as they should appear on the website. Any new website links, documents, pictures, etc. should be forwarded as well.
    9. If no changes are necessary, the Education and Resource Coordinator should be notified of this by the deadline.
    10. The Education and Resource Coordinator will make any necessary updates to all web pages within 10 business days of the submission deadline.
    11. The following pages are exceptions to the review and should be updated as needed throughout the year:
        1. Support groups
        2. Corporate sponsors
        3. Special events (camp, golf, conference)
        4. Staff additions/changes

# FORMS

Acknowledgment of Receipt and Understanding of Policy and Procedure Manual

**Annual Statement of** Agreement: Confidentiality

**Annual Statement of** Disclosure: Conflict of Interest

**Annual Statement of** Understanding: Fiduciary Responsibilities

**Annual Statement of Understanding:** Sexual Abuse

Check Request Form

Consent to Release Information Form

Critical Incident Report Form

Donor Bill of Rights

Employee Information Form

Exit Interview and Process

Mandated Reporter Acknowledgement Form

Photo, Audio and Video Release Form

Scholarship Request Form

**Acknowledgment of Understanding and of Policy and Procedure Manual**

I have received a copy of the Brain Injury Association of VA Policy and Procedure Manual (“Manual”). I agree to read and keep my Manual for future reference. In consideration of my initial or continued “at-will” employment, I agree to abide by its provisions. I acknowledge that BIAV may modify or discontinue any policy or procedure at any time.

I understand and agree that this Manual sets forth the guidelines for employees in their relationship with BIAV and is not a contract of employment. I further understand that my employment can be terminated, with or without cause, and with or without notice, at any time at either the option of BIAV or me. I understand that no employee of BIAV, including its Executive Director, has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the forgoing policies and procedures.

My signature below indicates my receipt and understanding of this policy. I also verify that I have been provided with an opportunity to ask questions about the policy*.*

Employee Signature Date

Employee Printed Name

*Please retain a copy for your records. The original will be maintained in your Personnel File.*

**BRAIN INJURY ASSOCIATION OF VIRGINIA**Annual Statement of Agreement

As an employee or volunteer of the Brain Injury Association of Virginia, you may have access to confidential information, and the purpose of this agreement is to help you understand your duty to protect that information.

As an employee or volunteer, you are required to conduct yourself in strict conformance to BIAV policies governing confidential information, which includes consumer and/or member information, employee or volunteer information, financial information, other information relating to BIAV (e.g. Strategic plans, internal reports, memos, contracts, communications), and information proprietary to other companies or persons.

You may learn of or have access to some or all of this confidential information through a computer system or through your employment or volunteer activities. Your principal obligations in this area are explained below. You are required to read and to abide by these duties. The violation of any of these duties will subject you to discipline, which might include, but is not limited, to termination of relationship and to legal liability.

As an employee or volunteer, you understand you will have access to confidential information. Accordingly, as a condition of and in consideration of your access to such information, you promise that:

I will use confidential information only as needed to perform legitimate duties as an employee or volunteer affiliated with BIAV. This means, among other things, that I will only access confidential information for which I have the need to know; that I will in no way divulge confidential information except as properly authorized within the scope of activities affiliated with BIAV; and I will not misuse or carelessly attend to confidential information.

I understand that my obligations under this Agreement will continue after termination of my employment or volunteer relationship with BIAV. I understand that my privileges hereunder are subject to periodic review, revision and if appropriate, renewal.

I will be responsible for my misuse or wrongful disclosure of and failure to safeguard confidential information. I understand that failure to comply with the Agreement may also result in loss of employment or volunteer relationship at BIAV.

Employee or Volunteer Signature Date

Employee or Volunteer Printed Name

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Annual Statement of Disclosure**

I, (name printed), have read the Brain Injury Association of Virginia’s (BIAV) Conflict of Interest Policy.

To the best of my knowledge and belief, neither I nor any person or organization with which I have a personal or business relationship is engaged in any transaction or activity that may represent a conflict with my obligations to BIAV.

To the best of my knowledge and belief, neither I nor any person or organization with whom I have a personal or business relationship intends to engage in any transaction, to acquire any interest in any organization or entity, or to receive any substantial gift or favor that may represent a conflict with my obligations to BIAV.

To the best of my knowledge and belief, no member of my family expects to receive any compensation or material financial benefit from BIAV.

To the best of my knowledge and belief, I have no family relationship or business relationship with any current member of the Board of Directors, any officer, or any key employee of BIAV.

Any exceptions to the statements made herein are disclosed in full below.

Without Exception (initial)

With Exception as Described Below (initial)

Signature Date

Printed Name

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Annual Statement of Understanding**

Certain fiduciary responsibilities are imposed by law on association officers and directors, and three duties primarily constitute the legal requirements and ethical guidelines of a Director of BIAV. [The duties](http://beysterinstitute.ucsd.edu/other_resources/leading_companies/feb09/lc0209ThreeDuties.html) of care, loyalty and obedience stress the importance of asking questions to ensure that Board members completely understand the issues, and require that Directors:

* *Be interested in and understand the company's mission, goals and plans*
* *Prepare for and actively participate in board and committee meetings*
* *Review all board materials and agendas in advance*
* *Be alert to potential problems and concerns*
* *Request information from management, accountants and lawyers before making decisions*
* *Investigate violations or irregularities in the governance of the company.*

[**Duty of Care**](http://www.boardsource.org/Knowledge.asp?ID=3.364) – *The duty of care is commonly expressed as "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.*  
 This duty is very broad, requiring officers and directors to exercise *ordinary and reasonable care* in the performance of their duties, exhibiting honesty and good faith. Officers and directors must act in a manner which they believe to be *in the best interests of the association*. The "business judgment rule" protects officers and directors from personal liability for actions made in poor judgment as long as there is a reasonable basis to indicate that the action was undertaken with due diligence.

**To exercise the Duty of Care:**

1. **Active Participation.** A director must actively participate in the management of the organization including attending meetings of the board, evaluating reports, reading minutes, and reviewing the performance and compensation of the Executive. Persons who do not have the time to participate as required should not agree to be on the board.
2. **Committees.** Directors may establish committees having the authority of the board and may rely on information, opinions or reports of these committees. Committees operate subject to the direction and control of the board. As a result, directors are still responsible for the committees and should periodically scrutinize their work.
3. **Board Actions.** A director who is present at a meeting when an action is approved by the entire board is presumed to have agreed to the action, unless the director objects to the meeting because it was not lawfully called or convened, votes against the action, or is prohibited from voting on the action because of a conflict of interest.
4. **Minutes of Meetings.** Written minutes should be taken at every board meeting. The minutes should accurately reflect board discussions as well as actions taken at meetings. Directors should read the minutes before the board meeting at which they are to be approved, and be prepared to make any corrections as may be necessary.
5. **Books and Records.** A director should have general knowledge of the organization’s governance documents accounting records. These documents are available to directors who wish to inspect them for a proper purpose.
6. **Accurate Record Keeping.** A director should be familiar with the content of the books and records, and assure the organization’s records and accounts are accurate, and take steps to require regular audits by an independent certified public accountant. At the very least, the director should be aware of what the financial records disclose and take appropriate action to make sure there are proper internal controls.
7. **Trust Property.** A director has the duty to protect, preserve, invest and manage the corporation’s property, abiding with donor restrictions and legal requirements.
8. **Resources.** A director must assist the organization in obtaining adequate resources to enable it to further its charitable mission.
9. **Investigations.** A director has a duty to investigate warnings or reports of officer or employee theft or mismanagement. In situations in which a director may have to report misconduct to the appropriate authorities, such as the police or the Attorney General, he or she should consult an attorney or other professional for assistance.

[**Duty of Loyalty**](http://www.boardsource.org/Knowledge.asp?ID=3.364) **–***The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.*

This duty means that officers and directors cannot put personal interests above the interests of the association. Personal interests may include outside business, professional or financial interests, interests arising from involvement in other organizations, and the interests of family members, among others. Officers and directors should disclose even *potential* conflicts of interest to the board of directors, and should recuse themselves from deliberation and voting on matters in which they have personal interests. For pervasive and continuing conflicts - such as a director of the association concurrently serving on the board of a competing association - resignation from the individual's association leadership post or from the outside conflicting responsibility may be required. Officers and directors can have business dealings with the association, but such transactions must be subject to considerable scrutiny. In such event, officers and directors must fully disclose any personal interests to the board of directors, and the terms of any transaction must be fair to the association.

**To Exercise the Duty of Loyalty:**

1. **Conflicts of Interest.** Under certain circumstances, a contract or transaction between a nonprofit corporation and its director or an organization in which the director has a material financial interest is acceptable. However, if the transaction is challenged, the director will have the burden of establishing that the contract or transaction was fair and reasonable, that there was full disclosure of the conflict and that the contract or transaction was approved by members or other directors in good faith.
2. **Written Policy.** Boards should establish a written conflicts of interest policy.
3. **Loans.** A nonprofit corporation may not lend money to a director or the director’s family members unless the loan or guarantee may reasonably be expected, in the judgment of the entire board, to benefit the corporation.
4. **Corporate Opportunity.** Directors of business organizations or nonprofit corporations are under a fiduciary obligation not to divert a corporate business opportunity for their personal gain. This duty means that a director may not engage in or benefit from a business opportunity that is available to and suitable for the corporation unless the corporation decides not to engage in the business opportunity and conflicts of interest procedures are followed.

[**Duty of Obedience**](http://www.boardsource.org/Knowledge.asp?ID=3.364) **–** *The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the* organization’s governing documents or the *central goals of the organization.*

This duty obligates officers and directors to act in accordance with the organization's articles of incorporation, bylaws and other governing documents, as well as all applicable laws and regulations. Directors must comply with state and federal laws that relate to the organization and the way in which it conducts its business, and assure that funds are used for lawful purposes.

**To Exercise the Duty of Obedience:**

1. **State and Federal Statutes.** Directors should be familiar with the requirements of the Internal Revenue Service and state statutes and laws relating to nonprofit corporations, charitable solicitations, and unemployment and workers’ compensation obligations. Directors must affirm the organization’s status with state/federal agencies is protected.
2. **Filing Requirements.** Directors must comply with deadlines for tax and financial reporting, applicable state registrations, for making social security payments, for income tax withholding, and so on.
3. **Governing Documents.** Directors should be familiar with their organization’s governing documents and should follow the provisions of those documents. Directors should be sure proper notice is given for meetings, that regular meetings are held, that directors are properly appointed and that the organization’s mission is being accomplished.
4. **Outside Help.** Where appropriate, directors should obtain opinions of legal counsel or accountants.

By signing below, you indicate that you have read this document and agree to the fiduciary responsibilities imposed on you as a board member of the Brain Injury Association of Virginia.

BOD Member Signature Date  
   
BOD Member Name (Printed)

**BRAIN INJURY ASSOCIATION OF VIRGINIA  
Sexual Abuse – Statement of Understanding**

I acknowledge I have received and read BIAV’s sexual abuse and molestation prevention policy. I understand it is my responsibility to abide by all rules contained in the policy. I also understand how to report incidents of actual or suspected sexual abuse as set forth in the policy, including retaliation against any employee or volunteer exercising their rights under this policy.

Employee or Volunteer Signature Date

Employee or Volunteer Printed Name

**BRAIN INJURY ASSOCIATION OF VIRGINIA  
Check Request Form**

Date Requested:

Date Needed:

Vendor:

Amount:

Class:

Purpose:

Signature:

Approval:

***Note: Any purchase > $100 needs prior approval by the Executive Director or designee.***

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Critical Incident Report Form**

**Reporter**

**Date of Incident** **Time of Inciden**t

**Incident Location** **Duration of Incident**

**Subject Name**

**Describe the events leading up to the incident**

**Describe the incident (include the persons present)**

**Did injury to anyone result**: **Describe, if “yes”**.

**Describe the staff actions taken during the incident**

**Describe the Subject’s response to the staff actions taken**

**Describe any follow-up with subject of incident including plans for further review**

|  |  |  |  |
| --- | --- | --- | --- |
| **Notifications** | **Name** | **Date** | **Time** |
| Supervisor |  |  |  |
| Executive Director |  |  |  |
| Board President |  |  |  |
| Police |  |  |  |
| Medical Provider |  |  |  |
| Other |  |  |  |

**Review Comments**

|  |  |  |
| --- | --- | --- |
| **Signatures** | **Name** | **Date** |
| Reporter |  |  |
| Supervisor |  |  |
| Executive Director |  |  |
| Board President |  |  |
| Police: |  |  |
| Medical Provider |  |  |
| Other |  |  |

**DONOR BILL OF RIGHTS**

This Bill of Rights for Charitable Givers was developed by non-profit industry experts; BIAV embraces this Donor Bill of Rights and abides by its guidelines.

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the nonprofit organizations and causes they are asked to support, we declare that all donors have these rights:

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

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Employee Information Form**

Name: Date:

Position:

Home Address:

Home Phone: Other Phone:

Emergency Contact: Relationship:

Work phone: Other phone:

Do you have any medical conditions of which BIAV should be aware? If yes, please describe:

|  |
| --- |
| *For office use only:*  *Upon Hire:*  □New Hire □Rehire □Full Time □Part Time □Temporary  Hire Date: Start Date:  Salary:  *Upon Termination:*  □Voluntary □Involuntary Rehire? □yes □no  Last Day Worked Pay through date:  Paid Days Accrued: |

Date Salary/Position Approval

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Exit Interview and Process**

1. What do you value about BIAV?
2. What would you change about BIAV?
3. What did you like most about your job?
4. What would you change about your job?
5. Do you have any recommendations regarding our business or organizational operations that would make us stronger?
6. Do you feel you had the resources and support necessary to accomplish your job? If not, what was missing?
7. Did you share those concerns with anyone at BIAV prior to deciding to leave? What was the response?
8. What caused you to start looking for a new job in the first place, and why have you decided to leave?
9. How was your relationship with your supervisor?
10. What could your supervisor do to improve his or her management style and skill?
11. Did you receive adequate feedback about your performance?
12. Do you have any questions or comments?

Collect:

* Credit card
* Keys
* Passwords
* Health ins payment

Cancel:

* Credit card
* Insurance (Health, Life, Dental)

Change:

* Computer password

**Brain Injury Association of Virginia**

**Mandated Reporter Acknowledgement Form**

As an employee of BIAV, you are required to report any and all suspected abuse, neglect or exploitation of an adult over the age of 60 or an incapacitated adult age 18 and over who is known to you in your professional or official capacity to Virginia Adult Protective Services. The following protocol should be followed:

* contact your supervisor at BIAV – together decide what further action should be taken
* contact Virginia Adult Protective Services or the appropriate local department of social services
* if suspected abuse or neglect is cause of death, contact the medical examiner and law enforcement agency in the locality in which the death occurred

You are immune from civil or criminal liability an account of any reports, information, testimony and records that you release if the report is made in good faith and without malicious intent. Your identity will be held confidential unless you authorize the disclosure or the disclosure is ordered by the court.

If you fail to make a required report of suspected adult abuse, neglect or exploitation, immediately upon suspicion, you may be subject to a civil money penalty imposed by the Commissioner of the Virginia Department of Social Services.

There is no charge when calling the Hotline number (1-888-83-ADULT or 1-888-832-3858) and the Hotline operates 24-hours per day, 7 days per week, 365 days per year.

**Acknowledgement of Mandated Reporter Status**

I affirm that I have read this statement and have knowledge and understanding of the reporting requirements, which apply to me pursuant to §§ 63.2-1603 through 1610 of the Code of Virginia.

Employee Signature Date

Employee Printed Name

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Photo, Audio and Video Release Form**

**By submitting this form, you are agreeing to:**

* grant the Brain Injury Association of Virginia (BIAV) permission to interview me and/or to use my story and/or likeness in any and all of its publications and in any and all other media, whether now known or hereafter existing, controlled by the BIAV, in perpetuity, and for other use by the BIAV.
* make no monetary or other claim against BIAV for the use of the interview and/or the photograph(s)/video.

Name (print full name)

Signature

Relation to subject (if subject is a minor)

Address

City, state, zip

Telephone

Date

**Brain Injury Association of Virginia**

**Consent to Release Information**

I give my permission to the Brain Injury Association of Virginia (BIAV) to investigate, research, negotiate, and advocate for me. I understand my records are protected under federal, state and local laws and regulations, and they cannot be disclosed to anyone without my written consent. I understand I can withdraw this consent and release of information, either verbally or in writing, at any time and it automatically expires 1 year from the date I sign it.

Printed Name

Street address

City State Zip

Telephone Date of Birth

**Information/records that may be released to BIAV**:

Name of Person/Company:

Contact Information:

**BIAV has my permission to provide written or verbal information to:**

Name of Person/Company:

Contact Information:

Nature of Information:

Signature (Individual or Legal Guardian) Date

Witness Date

Printed Name

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Rights of Persons Served**

BIAV is committed to supporting and protecting all of the fundamental human, civil, constitutional, and statutory rights of each person it serves, in a manner that nurtures and protects the dignity and respect of the persons served

**All persons served have the right to:**

* be treated fairly and respectfully;
* privacy;
* confidentiality of information (see Policy & Procedure Manual);
* freedom from abuse, exploitation, retaliation, humiliation and neglect;
* a clear, supported complaint process (see Policy & Procedure Manual);
* refuse services from BIAV;
* receive services in a manner that is non-coercive and respectful of the right to self-determination;
* access or referral to legal entities;
* adherence to research guidelines and ethics when persons served are involved, if applicable;
* investigation and resolution of alleged infringement of rights, and
* Other legal rights

**All persons served have the right to *NOT* be denied services on the basis of race, religion, national origin, sex, age, disability, marital status or funding.**

In working with persons served, BIAV will respect and acknowledge individual diversity such as (but not limited to):

* culture
* gender
* sexual orientation
* spiritual beliefs
* socioeconomic status
* language

If you feel your rights have been violated, written complaints should be provided to the Executive Director or the Deputy Director as soon as possible after the event, and should set forth in detail the basis of the complaint. BIAV will implement its external complaint policy for follow-up.

Complaints from persons served will not result in retaliation or barriers to services.

**BRAIN INJURY ASSOCIATION OF VIRGINIA**

**Scholarship Request Form**

|  |  |
| --- | --- |
| 1. Event for which Scholarship is begin requested | BIAV Annual Conference  Camp Bruce McCoy  Caregiver Forum  Other: |
| 1. Date of Request |  |
| 1. Requestor’s Contact Information |  |
| * Name |  |
| * Email Address |  |
| * Phone number |  |
| 1. What are scholarship funds to be used for? | Tuition/registration  Hotel room  Travel  Other: |
| 1. Please explain your financial need for a scholarship for this event |  |
| 1. Have you received BIAV scholarship funds before? | Yes No  If yes: when did you receive to the scholarship, and what was it for? |
| 1. Other important information in consideration for this scholarship |  |