

Board Meeting Agenda

Virginia Alcoholic Beverage Control Authority Board Meeting

March 22, 2022 – 9:00am

Call Meeting to Order

Authority Board Chair Maria J.K. Everett called the Board Meeting to order at 9:04 am.

Attendance

Board Chair Maria Everett
Board Vice-Chair Beth Hungate-Noland
Board Member Greg Holland
Board Member William Euille
Board Member Mark Rubin
Chief Executive Officer, Travis Hill
Chief Government Affairs Officer, John Daniel
Chief Information Officer, Paul Williams
Chief of Law Enforcement, Tom Kirby
Chief Retail Operations Officer, Mark Dunham
Director of Marketing, John Shiffer
Director of HR, John Singleton
Attorney General's Office Representative, James Flaherty
Hearing & Appeals Legal Counsel, Rachel Yates
Deputy Secretary, Chris Curtis
Project Support Specialist, Linda Phelps

Not in Attendance

Executive Assistant, Kathleen LaMotte
Chief Transformation Officer, Elizabeth Chu
Director of Finance, Doug Robinson

Approval of Minutes

Board Member Euille moved to approve the minutes from the February 10, 2022, Board meeting. Board Member Rubin seconded the motion and with all in agreement, the minutes were approved through a roll-call vote of 5 – 0.

NEW BUSINESS

Approve recommendations of Real Estate Committee (REC)

- Board Chair Everett moved to accept the REC's recommendations for three new stores, store 522 (Winchester), store 523 (Great Falls) and store 524 (Roanoke), and the option to renew the lease of store 127 (Herndon). Board Member Ruben seconded the motion, and the Board adopted the recommendations of the REC on a roll-call vote 5 – 0.

Authority Property Transaction

Mr. Hill reviewed the property transaction contemplated between VCU and the Authority which was provided to the Board. The Hermitage Road property is scheduled for closing on June 10. Board Member Euille moved to approve the transaction, Board Vice Chair Hungate-Noland seconded the motion and with all in agreement, the transaction was approved through a roll-call vote of 5 – 0.

Telework and Hybrid Workplace Policy

Mr. Singleton reviewed the proposed policy (attached to these minutes as Appendix A). Board Vice Chair Hungate-Noland moved to approve policy **AS AMENDED**. Board Member Rubin seconded the motion and with all in agreement, the policy was approved as amended through a roll-call vote of 5 – 0.

- Old policy did not talk about hybrid arrangements and contained outdated VITA information
- New policy defines difference between hybrid and telework, removes old VITA information, talks about performance expectations, provides management criteria to determine if employee is suitable for teleworking, and includes a safety check list.
- This document was shared with all Directors prior to finalizing this draft.

Moved Into Closed Session

At 9:35 a.m., Board Member Rubin moved that the Board enter closed session to meet with legal counsel. Board Vice Chair Hungate-Noland seconded, and the motion passed 5 – 0 on a roll-call vote. Attending the closed session in full were Maria Everett, Beth Hungate-Noland, Greg Holland, Mark Rubin, William Euille, James Flaherty, Rachel Yates, John Daniel and Travis Hill.

At 9:55 a.m. the Board returned from Closed session, Board Vice Chair Hungate-Noland moved to certify that to the best of her knowledge nothing was discussed in the closed sessions but legal advice pursuant to 2.2-37.11(A)(1), and only public business matters lawfully exempted from open meeting requirements was discussed. Board Member Holland seconded; the motion passed on a roll-call vote of 5 - 0.

Hearing

Board members attended a hearing for Vinifrance Imports Inc. v. Melville Winery

Director and Chief Reports

Dr. Pam Hill for Elizabeth Chu, Chief Transformation Officer, reported that:

- Interviews for a new Change Management Director were successful. Should have new person on board by end of March.
- The second round of interviews for a new Director of DEI are in progress. Two candidates were selected to prepare a presentation.
- The Authority is reviewing the current Project Approval process to ensure more consistent business representation and that the prioritization of projects are aligned with strategic objectives. Implementing new process in April.
- Project Manager, Susan Smith, has left ABC. Recruiting for her replacement is in progress.

Chief of Law Enforcement Tom Kirby reported that:

- The new licensing system (VAL) is a strong focus for the Bureau's resources. VAL went live on January 1, 2022, with the focused launch of the "back office" system and banquet one-day applications. There was a minor schedule delay to update a report generated by the new system. Resources from Change Management and Project Management are assisting.

Moved Into Closed Session

At 11:30 am., Board Chair Everett moved that the Board enter closed session to meet with legal counsel, to discuss the No Chance Games lawsuit. Board Member Euille seconded, and the motion passed 5 – 0 on a roll-call vote. Attending the closed session in full were Maria Everett, Beth Hungate-Noland, Greg Holland, Mark Rubin, William Euille, Chris Curtis, John Daniel, James Flaherty, Rachel Yates and Travis Hill. (~~John Daniel and Chris Curtis?~~)

Upon the Board's return from Closed session, Board Vice Chair Hungate-Noland moved to certify that to the best of her knowledge nothing was discussed in the closed sessions but legal advice pursuant to 2.2-37.11(A)(1), and only public business matters lawfully exempted from open meeting requirements was discussed. Board Member Holland seconded; the motion passed on a roll-call vote of 5 - 0.

John Daniel, Government Affairs Officer, reported that:

- Engaged in three days of intense mediation training. Changed some habits. It was very successful training that enhanced the skills of the participants.
- Currently conducting the periodic review of all ABC regulations.

Paul Williams, Chief Information Officer, reported that:

- System reliability and performance is very good although we had some localized partial outages. Causes related to issues that will resolve over the long term:
- We are dependent on Security Certificates that VITA has to issue because we use the .GOV domain still for our websites.
- We are still working on VAL go Live issues. We have hired a dedicated system support person to help get us to a steady state over time.
- VITA exit almost complete. Two servers remain, waiting for Hermitage to be empty.
- All stores will be on the new phone system by the end of March.
- Staffing levels are stable again although time to hire continues to extend. Recruiting pressure is highest for BSA skills, but we are also seeing turnover in QA staff, and this supply shortage is affecting both cost and volume at which BSA contractors are available.

Mark Dunham, Chief Retail Operations Officer, reported that:

- Distribution Center out of stocks continue to be an issue. As of today, the Distribution Center is reporting 212 out of stocks as compared to 161 last year. Indications are that out-of-stock issues may be improving,
- The Supplier Scorecard has been revitalized to hold suppliers accountable for missed or inaccurate deliveries. No Shows have increased dramatically over the past couple months due to driver volatility.
- Retail out of stocks continue to be higher than historical averages with 360 stores below 94% in stock. We are seeing steady improvement.
- A new Distribution Center manager has been hired, scheduled to start on April 11. Tyler Moore is coming to us from Anheuser-Busch in Houston, TX.
- March month to date, we have been shipping roughly 28,759 cases daily, peak day of 36,566 on March 1st. Last year average 24,953, peak day of 28,877. Outbound for the month of March is currently running 15% over last year.
- Achieved a couple of production milestones. We can pick over 30,000 cases in an eight-hour shift. On March 1st, the Distribution Center shipped over 36,000 cases, roughly a 10-hour shift.
- Distribution Center operations continue to stabilize with assistance from Retail leadership and creativity. Focus is on stability of the labor force.
- ABC is utilizing two additional third party carriers, XPO and Orbit, to supplement Estes due to difficulty in maintaining adequate driver availability.
- Estes upgraded driver pay to be more competitive in the marketplace to improve driver retention and recruitment.

- Employee engagement has been increased with daily standups, consistency, communication, positive reinforcement, employees working eight hour days vs ten hours or more.
- Area of improvement that needs focus is accountability. Continued focus on inventory accuracy.
- We recently kicked off a safety initiative with a 21-day countdown and daily safety meetings with supervisors.
- We should be out of the Hermitage Road location by April 1.
- This past month we began an initiative to ship products directly from Hermitage Rd to stores. We partnered with Orbit our office supply contractor to send small shipments strategically throughout the commonwealth. This increased our outbound capacity by bypassing the Freight Way DC and sped up moving products to retail stores to reduce out of stocks.

Mr. Hill commented on some of Mr. Dunham's messages. There has been a high level of importance to implement a transition plan for the distribution center. There is an increased need to focus on security. Have initiated a dedicated receiving bay and support staff at the distribution center for small distillers including Virginia distillers. Backfilling Ronnie Young's position as Assistant Director of Real Estate Services, who has retired.

CEO Travis Hill for Doug Robinson, Director of Finance reported that:

For the month of January vs budget:

- Store sales were 2.0% above budget at \$96M.
- While the COGS variance is negative, that is due to higher sales. COGS is consistent as a % of store revenues at approx. 48%.
- Variable costs were \$1.1M above budget largely due to increased personal services costs (\$600k) and unfavorable building rentals (\$400k) due to unbudgeted short-term operating lease costs.
- The total Contribution margin was \$0.2M unfavorable at \$18.8M.
- Fixed administrative costs were slightly below budget at \$0.2M and Regulatory costs were \$1.1M below budget largely from lower personal services costs (\$900k) due to vacancies.
- Overall, we ended the month \$1.1M favorable at a net profit of \$10.5M, or 11.5% above budget.

For the month of February vs budget:

- Store sales were 5.8% above budget at \$100.5M.
- While the COGS variance is negative, that is due to higher sales. COGS is consistent as a % of store revenues at approx. 48%.
- Variable costs were slightly above budget by \$.1M.
- The total Contribution margin was \$2.3M favorable at \$21.7M.
- Fixed administrative costs were slightly below budget at \$0.3M and Regulatory costs were \$0.6M below budget largely from lower personal services costs (\$700k) due to vacancies.
- Overall, we ended the month \$3.2M favorable at a net profit of \$13.8M, or 30.3% above budget.

For the February fiscal year to date period vs budget

- Store sales were up by 3.0% at \$919M.
- Net revenue was 3.0% above budget at \$780.7M.

- While the COGS variance is negative, that is due to higher sales. COGS is consistent as a % of store revenues.
- Variable expenses were higher by \$5.5M due to increased manual labor services (\$2.8M) related to repalletizing in the warehouse and temporary labor needs as part-time employees max out on allowed hours, unfavorable building rentals (\$2.5M) due to unbudgeted short-term operating lease costs, higher personnel services expenses (\$1.7M) and higher credit card fees (\$800k) in line with higher sales, partially offset by favorable supplies and materials costs (\$1.4M) due to budget for reusable bags and no expense since the bags will be inventoried, lower equipment costs (\$800K) due to the capitalization of store shelving.
- The contribution margin was positive by \$7.3M or 3.6% above budget for a total of \$210.6M.
- Fixed administrative costs were \$12.1M favorable largely from lower personal services costs due to vacancies (\$4.1M), favorable telecom costs (\$1.5M), favorable network server software and equipment costs (\$1.2M), favorable skilled services costs (\$1.6M), unfulfilled computer software costs (\$1.5M), lower training/travel costs due to Covid (\$1.0M) and a net favorable year-to-date leave liability adjustment of (\$0.8M).
- Regulatory costs were \$4.1M favorable principally in personal services due to vacancies.
- After adjusting for the positive variances in fixed costs, we come up with a net profit of \$153.3M which is \$23.5M above budget, 18.1% ahead of budget.

As a general note, while we are ahead of forecast year to date, we do face challenging year over year comparables to close out the year along with economic uncertainty related to mounting inflation concerns and instability in world markets. We expect favorability to forecast to diminish in the months ahead, but are still in a good position to outperform.

John Shiffer, Director of Marketing, reported that:

- Shared presentation on Spirits Category Positioning for Evergreen Marketing Use.
- Delivering customer experience by advertising via radio, television, and email.
- Need to differentiate spirits category from other options (beer and wine).
- Communications team brainstormed ideas to develop a new theme. Have implemented slight change to responsibility tagline from Drink Responsibly to Sip Responsibly. After consulting with EPS and others, Marketing adopted the theme “Make it Special. Just add spirits.”

CEO Report:

Summary of Delegated Items:

- Real Estate Leases Signed by CEO in February 2022, nothing controversial to report.
- Press Release for Van Winkle lotteries. Lotteries are going well.
- FOIA Requests - Nothing to call out.
- KPI Update: Monthly profits gives a good comparison. Online transactions are still running 700% compared to pre COVID. Employee turnover has flattened out.
- DEI Office Update: Initial results of survey are available. We have extended an offer to a candidate for the DEI Manager position.
- Research and Planning has been moved under the Business Transformation Office

General Updates:

- Backfilling Eddie Wirt’s position. Position renamed Chief Digital and Brand Officer. The position needs to focus on our digital presence. Need to have consistent branding. Position description is being developed.

- Backfilling Jerome Fowlkes position. Received minimal responses for Chief Administrative Officer. Need to re-write the position.
- Masks will be optional starting March 23.
- Return to Office is going smoothly. We are currently at 2 days a week in the office.

Review Recommendations of the Listings Committee.

Board Member Euille moved that the recommendations be approved, Board Vice-Chair Hungate-Noland seconded the motion, and the motion passed 5 – 0 on a roll-call vote.

Certification for Closed Sessions

OLD BUSINESS

Review and Approval of ABC Mission Statement

Mr. Hill proposed a revised mission statement:

“To strengthen the commonwealth through public safety, education and revenue derived from the responsible regulation and sale of alcoholic beverages.”

Board Vice Chair Hungate-Noland requested that another word be used in place of “derived.” Board Chair Everett agreed. The CEO was asked to review the statement for revision in light of Board comments.

Comments from the Board

- None received.

Public Comments

- None received.

Meeting Adjournment

At 3:00 pm, with no further business, Board Chair Everett adjourned the meeting.

Telework and Hybrid Workplace



Policy Authority: Director of Human Resources

Effective Date: February 2018 TBD

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PURPOSE OF POLICY

The purpose of the Virginia ABC Authority's (the Authority) "Telework and Hybrid Workplace" policy is to achieve business efficiencies, reduce the burden on building operations and transportation costs, support the Authority's Continuity of Operations Plan and provide an enhanced work-life balance to employees without impact to alternate work schedules or temporary alternate work sites.

This policy is also intended to support the Authority's goal of attracting, retaining, and empowering a highly qualified and productive workforce by offering telework and hybrid work opportunities. Fairness and objectivity are key considerations in the application of this policy whenever greater flexibility, enhanced collaboration, and extended geographical reach to high quality applicants can be achieved with mutual benefit to employees and the Authority.

APPLICABILITY

The policy is applicable to all Virginia ABC employees whose positions allow them eligibility for telework, subject to supervisor approval.

Virginia ABC reserves the right to revise or eliminate this policy as necessary.

DEFINITIONS

Alternate Work Location - Approved work sites that may include the employee's home and satellite offices where official Virginia ABC business is performed.

Central Worksite or Office – A Virginia ABC Authority facility or property

Fair Labor Standards Act (FLSA) - The Fair Labor Standards Act (FLSA) establishes minimum wage, overtime pay, recordkeeping, and child labor standards for employees in the private sector and in federal, state, and local governments.

Hybrid Work - A work schedule wherein an employee is authorized to telework from an alternate work location but must also report, in-person, to a primary workspace during the same workweek for a certain number of days on a reoccurring basis.

Primary Workspace - An employee's usual work area, desk, and/or workstation within a Virginia ABC facility or property.

Telework - A work schedule wherein an employee does not have an assigned workspace and is authorized to perform their usual job duties away from their central worksite, in accordance with their same performance expectations and other approved or agreed-upon terms.

Telework/Hybrid Work Arrangement - The written agreement documented via the Telework/Hybrid Work Request and Acknowledgement Form that details the terms and conditions of an employee's work away from his/her/their central worksite. Also referred to as the "Arrangement".

Work Schedule - The employee's hours and days of work at the central worksite and in alternate work locations.

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DETAILED POLICY

I. Categories

- A. Regular telework is conducted from an alternate, pre-approved location during agreed upon work hours which comprise a clear majority of the employee's scheduled workday and work-week.
1. Regular telework employees may not have a primary workspace at their office/central worksites but, may still be required to travel for work related activities, meetings, and business as requested by management.
 2. Regular telework is requested by the employee via a Telework/Hybrid Work Request and Acknowledgement Form or required due to the nature of the position.
- B. Occasional telework is conducted from an alternate location approved on a sporadic, limited, emergency, or task-specific basis for an employee who is normally assigned to a primary workspace at an office/central worksite.
1. Occasional telework is approved by a supervisor or manager on a case-by-case basis and is not regularly scheduled. Approval must be documented, which can be done by email.
 2. Occasional telework can be used when an employee:
 - a. Has a personal need at home, such as meeting a service technician or a non-work-related minor health issue.
 - b. Has a temporary disruption at work, such as office remodeling or inclement weather.
 - c. Needs to devote concentrated effort to a work-related project.
 - d. Has other circumstances deemed acceptable for telework by management.
- C. Hybrid Work is conducted from an alternate, pre-approved location during agreed upon work hours and workday(s) on a rotating basis.
1. The number of days, rotation of days, or pattern of days scheduled for telework/in-office work may be constant or variable depending upon the needs of the organization and the terms of the arrangement. However, the Authority maintains the right to establish a standard arrangement for positions and employees based on operational needs.
 2. Hybrid work arrangements are requested by the employee via a Telework/Hybrid Work Request and Acknowledgement Form or required due to the nature of the position.

(Managers are required to respond to Telework/Hybrid Work Request Forms according to the Beginning Telework and Hybrid Work Process.)

II. Criteria for Consideration

- A. The following is not all-inclusive but provides a sufficient idea of the type of criteria that management and Human Resources must consider to ensure the fair and objective evaluation of telework/hybrid work approvals.
1. Nature of work (e.g., primary method of completing daily tasks and assignments; machines, methods, and resources used or accessed, processes and applications needed)

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2. Nature of contact (e.g., face-to-face contact; facility access/opening, closing, and securing buildings and Authority property; direct worksite or employee supervision; level of authority and accountability for on-site activities, processes, actions)
3. Information Security (e.g., the ability to secure and maintain confidential/restricted access information, data, programs, files, etc. from a telework/remote/alternate work location).
4. Effects on performance of essential and cursory functions.

(See Telework/Hybrid Work Consideration Criteria Form for further breakdown of these criteria.)

III. Telework & Hybrid Work Arrangement

- A. Initial employee eligibility is based upon the employee's position and job duties. To maintain eligibility, employees must continuously perform at the Contributor level or above (Refer to the Performance Planning & Evaluation policy). Requirements may also include, but are not limited to, successful completion of an introductory period, successful completion of in-person training requirements, and uninterrupted collaboration or client/customer service.
- B. Employees authorized for telework or hybrid work must sign and adhere to the Authority's Telework and Hybrid Work Request and Acknowledgment Form which includes the terms and conditions to which they agree.
- C. The arrangement is not valid until management has reviewed and signed the Telework/Hybrid Work Request and Acknowledgement Form as well as the employee's completed Work Location Safety Checklist Form.
- D. Telework/hybrid work arrangements will be reviewed annually or at the end of the arrangement, whichever occurs first. An employee may be required to renew the arrangement if work conditions, position requirements, the alternate work location, or any other related variable/condition should change.

IV. Exceptions

- A. Telework may not be used in place of taking Family & Medial Leave, or Workers' Compensation leave when an employee is unable to devote their full-time and attention to performing their assigned job duties.
- B. This policy does not compel an employee to telework or establish a hybrid work schedule when sick, nor does it permit the usage of telework without the notification and consent of an employee's manager or supervisor.
- C. Employees are required to contact the Human Resources Division Benefits team to request telework when an accommodation under the guidelines of the Americans with Disabilities Act (ADA) is necessary.

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V. Conditions of Employment

- A. The terms and conditions of employment, as well as compensation, benefits, work status and work responsibilities will not change due to participation in the telework or hybrid work program.
- B. Due to changing Authority needs, having the ability to telework or work a hybrid schedule may become a condition of employment for certain positions. In such cases, the employee will be notified in writing within 10 business days of the change.
- C. Employees' alternate work location must be within the limits of the Commonwealth of Virginia unless otherwise approved by the Division Director and Director of Human Resources or designee.

VI. Work Expectations & Accountability

- A. Employees in telework arrangements are required to fully apply themselves to their work during work hours devoting complete attention to the functions of their role.
 - 1. Employees must be accessible during their work hours by telephone, instant messaging, and email for the entirety of their scheduled shift/workday.
 - 2. Employees are expected to dial-in to meetings via a direct or conference line or attend via any IT approved virtual format available to both the meeting organizer(s) and the employee (WebEx, Teams, etc.) when teleworking. However, management maintains the right to require an employee to attend a meeting or work-related event in-person.
- B. During situations requiring worksite closures (e.g., inclement weather, emergencies, other unforeseen events), where the CEO has not designated telework, employees will be paid accordingly.
- C. The total number of hours employees are expected to work will not change, regardless of work location and the telework/hybrid work arrangement. Employees are required to maintain compliance with the same timekeeping practices as office-based employees and must keep accurate records of hours worked. Nonexempt employees under the Fair Labor Standards Act (FLSA) must have preauthorization before working overtime and must not perform any work off the clock. (Refer to the Overtime and Hours of Work policies)
- D. Employees who telework or work hybrid schedules are held to the same standards of conduct, performance requirements, and corrective action/disciplinary guidelines of other Authority staff.

VII. Telework Costs

The Authority is not required to assume responsibility for any costs associated with telework arrangements (including operating costs, home maintenance, or other costs incurred by employees in the use of their homes or other alternate work location), unless telework is required by the Authority and funding has been specifically appropriated for such costs. The Division of Human Resources will provide further detail regarding this subsection of the policy at the time the telework/hybrid work arrangement is approved.

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VIII. Termination of Telework/Hybrid Arrangement

- A. Supervisors have the authority to suspend telework/hybrid work arrangements if an employee needs to work at a particular Virginia ABC site to complete projects, tasks or to fulfill other duties and requirements of the position, or as operational needs change. Management may also rescind or revoke a telework/hybrid work arrangement for any reason including, but not limited to, performance, conduct, or productivity related concerns. If an arrangement is to be rescinded or revoked indefinitely, management must request guidance from the Division of Human Resources in advance.
- B. The telework/hybrid arrangement between an employee and the Authority may be terminated at any time by either party with advance notice. If the Authority terminates the arrangement, every effort will be made to give the employee two weeks' notice. If an employee terminates the arrangement, employees are asked to give two weeks' notice of their intent to end the arrangement. Employees may terminate the arrangement unless it is a condition of employment in which case the employee, along with management, should contact the Human Resources Division for guidance.

IX. IT Equipment Security and Compliance

- A. Virginia ABC provides employees with the necessary equipment to enable telework and allow employees to effectively perform job duties away from their central worksite. Unless specified in the arrangement, employees are not authorized to use their own equipment in lieu of the equipment provided.
- B. Virginia ABC-owned or issued equipment may be used only for authorized Authority purposes by authorized employees. Employees are responsible for protecting Virginia ABC-owned or issued equipment from theft, damage, and unauthorized use.
- C. Virginia ABC-owned or issued equipment used in the normal course of employment will be maintained, serviced, and repaired by the Authority.
- D. When employees are authorized to use their own equipment, Virginia ABC will not assume responsibility for the cost of equipment, repair, or service.
- E. While the use of non-Virginia ABC-owned or issued equipment may be permissible, employees who telework must comply with the Authority's Employee Technology Usage policy when using any equipment to access Authority systems or information.

IMPLEMENTATION PROCEDURES

Refer to "Beginning Telework and Hybrid Work Process" document

RECORDS RETENTION

- A. Library of Virginia General Schedule: (GS 101) Series 100350: Policy and Procedure Records: Agency Record Copy

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- B. Library of Virginia General Schedule: (GS 103) Series 100483: Employee Directories, Rosters, Indexes: 0 Years after supersedes, obsolete, or rescinded: Non-confidential Destruction

EFFECTIVE DATE

TBD

REFERENCE POLICIES, PROCEDURES, DOCUMENTS, FORMS

The following policies and procedures are referenced or associated with this policy:

[Emergency Closings](#)

[Employee Technology Usage](#)

[Family and Medical Leave Act \(FMLA\)](#)

[Hours of Work](#)

[Overtime](#)

[Performance Planning and Evaluation](#)

[Standards of Conduct](#)

[Virginia Sickness and Disability Program \(VSDP\)](#)

[Worker's Compensation](#)

Beginning Telework Process

The following forms and documents are associated with the policy:

Telework/Hybrid Work Consideration Criteria Form

Telework Hybrid Work Request and Acknowledgement Form

Work Location Safety Checklist

CHANGE HISTORY

Revision Date	Author	Description	Approved by Board (Y/N)
10/2001		Policy created	
3/2007		Policy revised	
7/2008		Policy revised	
9/2013	J. Carvalho, F. Richardson, H. Yeager	Revised policy; Put policy in new format	
12/2015	J. Carvalho, C. Stephenson	Policy revised to include requirement of a signed agreement by all parties within 30 days of assignment.	
11/15/2017	E. Wirt, T. Hill, H. Yeager	Revised policy	Yes, 12/12/17
1/24/2018	R. Wynn	Revised and added Telework Cost section	Yes, 2/20/2018
TBD		Revised, expanded definition for types of telework and hybrid work, added criteria for eligibility, removed VITA statement	