

Section 9: Staff & Office

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9.1 Staff Rights and Protections

9.1.1. Statement of Value: The Board of the Inter-Cooperative Council recognizes that the people that administer and execute the day-to-day operations of our organization are one of our most precious resources. In order to protect this resource, the Board requires that the following criteria be adhered to when any policy is formulated concerning staff operations or structure:

9.1.1.1 The Inter-Cooperative Council is an equal-opportunity employer. There will be no discrimination based on color, gender, ethnicity, religious affiliation, physical ability, age, national origin or sexual orientation.

9.1.1.2. Staff members will be treated with complete equity under the laws of the United States and Texas, including (but not limited to) employment-related legislation, such as the Fair Labor Standards Act, the Family and Medical Leave Act, the Employee Retirement Insurance Security Act, the Equal Opportunity Employment Act, COBRA Law, and state and federal unemployment law.

9.1.1.3. The Inter-Cooperative Council will maintain full Worker's Compensation Insurance coverage for all employees at all times.

9.2. Compensation (Wages paid directly to employees)

9.2.1. Authority over Compensation: The Board of Directors shall approve the compensation for all employees each year, usually as part of the budget process, or at other times as necessary.

9.2.2. Starting Salaries: A starting salary range for each job title will be determined as the need arises to fill the position. The salary range will be based on the level of responsibility, skills required, relevant experience, level of education, and comparable local market wages in the non-profit sector. The salary range will be approved by the Board

9.2.2.1. ICC will pay a Living Wage. The minimum hourly rate will be no less than the City of Austin Living Wage or other minimum rate to be determined by the Board in the absence of a current City of Austin Living Wage.

9.2.3. Cost of Living Adjustments (COLA) must be approved by the Board of Directors annually during the budget process. ICC will strive to match the Consumer Price Index of inflation for the prior calendar year. The CPI to use will be All Cities (all items) or Dallas/Ft Worth (all items) whichever is higher. To be eligible for COLA employees must be meeting expectations in their job performance and have been employed at ICC for at least 6 months at the time the COLA takes effect.

9.2.4. Suspension of COLA: The Board of Directors reserves the right to suspend COLA in the event of a fiscal emergency. The Board may not retroactively lower either COLA or salary increases for the current fiscal year. An emergency shall not be declared for the exclusive purpose of avoiding rent increases.

9.2.5. Individual Salary Increases: Employees should not expect automatic regular salary increases above COLA regardless of job performance and should understand that the limited

resources and purpose of the Inter-Cooperative Council severely restricts funds available for paying staff. Proposals for merit raises above the COLA may be brought to the board during the budget process by the GA or the affected staff member. Merit raises must be approved by the Board of Directors. Generally, to be eligible for a salary increase an employee must be meeting or exceeding expectations in their job performance and have been employed at ICC for at least 1 year at the time the salary increase takes effect.

9.2.6 Holiday Bonus: The Inter-Cooperative Council demonstrates appreciation for staff members, in part, by providing an annual holiday bonus to all full time employees who work 30 or more hours per week. The Board of Directors will prepare fiscal budgets in a manner that allows for a holiday bonus to be distributed to staff in the month of December. Distributions will be based on the following criteria:

9.2.6.1. The bonus amount will be the same for all staff, provided that they have completed one year of service. Bonuses for staff with less than one year of service will receive a monthly pro-rated bonus (rounded up for a partial month).

9.2.6.2. The employee must have a written performance evaluation less than one year old that reflects that they are meeting the minimum standards of their position and be employed before December 1st of the holiday bonus year. Employees actively on probation for performance issues are not eligible to receive the holiday bonus.

9.2.7. Performance Bonuses should be considered by the Board of Directors any time a staff member demonstrates performance or accomplishments above and beyond the level expected of their position. The Board will make a determination after considering any criteria deemed relevant. This policy does not imply any guaranteed bonus for exemplary staff performance. Employees, supervisors and/or ICC officers responsible for staff oversight all share the responsibility for bringing forward any instances of performance excellence for consideration.

9.2.8. Travel and Training: Employees required or permitted to travel or attend meetings or training as a requirement of his or her employment receive their normal compensation. ICC will not pay employees while away from home on approved travel for time spent for sleeping, eating, resting, personal care, or socializing, except in cases where eating and/or socializing are parts of required or planned activity for the meeting, training, or conference attended.

9.2.8.1. Per Diem Reimbursement: When a staff member is traveling or out of town for ICC approved travel for at least one full day they will receive up to \$20 per diem reimbursement for expenses. Receipts must be provided for the expenses to be reimbursed.

9.2.9. Staff Retirement Plan:

9.2.9.1 Each salaried, full-time employee shall be eligible to participate in the Plan and receive employer contributions after she or he has satisfied the following requirements:

9.2.9.1.1. The Retirement Plan's age and service requirements shall be the completion of a minimum of one year of service. This one-year of service includes time worked by any employee in any salaried, fulltime ICC position. One year of service is defined as 365 days after the initial date of employment.

9.2.9.1.2. Entry dates will begin on the 1st day of the subsequent month after the employee has met the one-year of service.

9.2.9.1.3. Contribution Formula

9.2.9.1.3.1. The formula for employer contributions shall be the same for all eligible staff, regardless of position (based on the gross annual salary of each participant excluding overtime).

9.2.9.1.3.2. Employer Contribution Formula: 4% semiannual salary will be paid to each employee, with no mandatory matching requirements on May 31st and November 30th of each year. Semiannual salary is defined as the gross wages paid to each employee from June 1 to November 30 and December 1 to May 31 each year.

9.2.9.1.4. The first contribution by the employer to the Plan on behalf of any employee will be prorated for that six month period based on the employee's entry date.

9.2.9.1.5. On an employee's voluntary departure, that employee forfeits any employer contributions during the semiannual period in which his/her employment ends. For an employee's involuntary departure (i.e. employment terminated by employer) the employer will contribute a pro-rated contribution, based on the employee's termination date, to the Plan.

9.2.9.1.6. Neither loans nor hardship distributions are available to participating employees.

9.2.9.1.7. The Retirement Plan can be terminated by a majority of the Board of Directors of the University Of Texas Inter-Cooperative Council, Inc.

9.2.9.1.8. The financial coordinator must review planned payments before payment may be made to any employee. In the event of vacancy in the position of financial coordinator, the ECC as a whole must review the planned payments prior to disbursement.

9.3 Benefits

9.3.1. The Inter-Cooperative Council seeks to retain quality staff members by offering extensive benefits including paid leave, numerous holidays, and health and dental insurance

9.3.2. Health & Dental Insurance will be provided to employees as outlined below:

9.3.2.1. Current benefits may not change without consultation of the Board of Directors and staff, or their delegate(s). The purpose of this rule is to minimize the many complications arising from changing plans and carriers.

9.3.2.2. Eligibility: The Inter-Cooperative Council provides health and dental insurance benefits to any ICC employee, at employer expense, who has worked at ICC for two months or longer in a permanent, full-time position:

9.3.2.2.1. A full-time position is considered to be a job position requiring work of 30 or more hours per week.

9.3.2.2.2. A permanent position is considered to be any position that is designed to last more than six months and is not hired as contract, temporary, or seasonal. Health insurance benefits shall be maintained with consistent benefit

levels from year to year. The Inter-Cooperative council pays any cost increases for continuing health and dental benefits up to 10% over the previous year without prior Board approval and regardless of the funds available in the current budget.

9.3.3. ICC Holidays: All ICC employees in permanent job positions will receive the following paid holidays, on which days the ICC office will be closed. Alternative dates for office closure will be determined when these days fall on weekends: New Year's Day, Martin Luther King Day, Friday before Easter, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, and New Year's Eve..

9.3.4 Paid Time Off: All permanent employees who work 20 or more hours per week will receive minimum paid time off proportionately equivalent to 24 eight-hour days per year for full-time, 40 hours per week, 52 week per year, employees. Employees who work less than 20 hours per week or less, or who are temporarily employed, will not receive the paid time off benefit. .

9.3.4.1. Longevity Bonus: Full time employees who work 40hrs per week, 52 weeks per year for at least 5 years will receive 27 eight-hour days of paid time off per year. Full time employees who work less than 40 hours for at least 5 years will receive paid time off in proportion to the hours worked. Increase in benefits begins on the first day of the 6th year of employment

9.3.4.2. New Employee Leave Limitation: Employees may only use half of their paid time off until they have been employed by ICC for three months or longer.

9.3.4.3. Staff Leave Policy: The Inter-Cooperative Council shall maintain a detailed, up-to-date written staff leave policy that is made available to all staff members upon their hiring and all Board members upon request.

9.3.4.4. Accrual Limitations: Each employee can carryover a maximum of 160hours of personal time off from one fiscal year to the next. The maximum amount for carryover will be prorated for employees working less than 40 hours per week

9.3.5. Over-time Rules: The Inter-Cooperative Council recognizes and adheres to the provisions of the U.S. Fair Labor Standards Act (FLSA). For cases, if any, in which ICC policy regarding non-exempt employees and over-time, are deemed to be in violation of any local, state, or federal law, the law will prevail and ICC will comply with the law

9.3.5.1. Part-time, temporary, and other non-exempt employees are prohibited from working over-time, except with specific supervisor approval . Any non-exempt employee who actually works over-time, regardless of whether such over-time was approved in advance, shall be paid for such over-time in accordance with the FLSA, but may be reasonably disciplined their supervisor if approval for over-time was not granted in advance.

9.3.6 Compensatory (Comp) Time: All permanent, full-time (40 hour) ICC employees exempt from over-time pay as per the U.S. Fair Labor Standards Act (FLSA) shall receive comp time. For cases, if any, in which ICC policy regarding exempt employees and comp time, are deemed to be in violation of any local, state, or federal law, the law will prevail and ICC will comply with the law. The Inter-Cooperative Council provides this benefit to these employees in recognition of the large number of hours often required of executive, administrative and professional staff to carry out the duties of the organization.

9.3.6.1. Definition: Exempt employees will have an allotted number of paid hours per each pay period that is derived from the ICC budget for that job position and which will not exceed 40 hours per week without specific Board approval. Any exempt employee

who works more than the allotted number of hours will be paid only for the allotted hours, and hours worked above those allotted will be accumulated as comp time.

9.3.6.2. Use Guidelines: Comp time accumulated by exempt employees may be taken off, with pay, at any time with proper authorization. . Employees should strive to take comp time off during the month the comp time was earned.

9.3.6.3 Accrual Limitations: Employees are generally not allowed to carryover any accrued comp time at the end of the fiscal year. With supervisor approval, comp time accrued in May can be carried over in the case that employee did not have an opportunity to take the comp time off. Comp time will not be paid out except as in

9.3.6.4. Extraordinary Events: Circumstances may result in the accumulation (or potential accumulation) of a significant amount of comp time that cannot be taken without undue disruption to the organization. In such cases, the Board will determine if a buy-out of the time is in ICC's interest. Employees and supervisors are responsible for alerting the Board of excess comp time problems as far in advance as possible.

9.3.7. End of Employment:-

9.3.7.1. Pay-in-Lieu-of-Notice: Any ICC employee whose job is discontinued may be given pay-in-lieu-of-notice according to the definition of such pay per Texas Workforce Commission, Texas employment and other relevant law.

9.3.7.2. Severance Pay: Any long-term employee may be granted severance pay by the Board of Directors when such employee leaves the Inter-Cooperative Council, according to terms and conditions of a severance pay policy that shall be written prior to the granting of any severance pay to any employee.

9.3.7.3. Pay for Accrued Benefits: Except as follows, employees who resign their positions at ICC with proper notice will be paid, upon or immediately following their last day of employment, for their unused accrued paid time off. Such accrued leave will be paid at the employee's then current hourly rate.

9.3.7.3.1 ICC reserves the right to refuse payment for unused, accrued paid time off leave, to any employee who has been fired or who has resigned without proper notice.

9.3.7.3.2. Decisions on such refusal of payment for accrued leave will be based on the circumstances surrounding the employee termination or resignation and will be made by the ICC Board of Directors, at its sole discretion.

9.3.7.4. The payout may be withheld until a duly authorized meeting of the Board of Directors can be held.

9.3.8.. Extraordinary Events: The ICC Board of Directors may authorize payment for unused accrued comp time in the event of employee death, disability, personal or family medical emergency, lay-off or staff re-organization with short notice, or for any other reason involving the employee's amicable departure from ICC employment, or for the employee's departure due to events beyond the employee's reasonable control. Severance pay is neither promised nor automatically given unless so specified in an individual employment contract, though such compensation will be offered as a gift to an employee or his/her heirs and survivors if and as reasonably possible.

9.4 Emergency Powers

9.4.1. Emergency Management Authority and Powers: The General Administrator has certain emergency powers, which may be used during unexpected situations that develop when a quorum of the Board of Directors is not available, or during emergencies when it is not possible

to wait for a meeting of the Board of Directors. These powers will be used only in the event that immediate action must be taken to protect the ICC, its members, its property, or its interests, and there is also insufficient time to assemble a quorum of the Board of Directors under the By-laws of ICC. Such actions are authorized even when the actions will require expenditure of funds above the amounts authorized in the budget. The General Administrator may delegate emergency powers to another staff member when out of the office for work, vacation, or personal leave by written or email notification to the Board of Directors and staff. In the absence of, or in the case of delegation by the General Administrator, or when another staff person is operating in the General Administrator's stead, that staff person has all the same emergency powers and authority as the General Administrator, delineated herein, although every effort must be made by that staff person to contact the General Administrator for approval before taking such emergency action.. The emergency powers are as follows:

- 9.4.1.1. The power to Secure the Safety of ICC Members and Property;
 - 9.4.1.1.1 The power to secure the safety of ICC members and to protect them from the violent or illegal acts of others; this includes the power to seek assistance from the police or private licensed security company and/or government authorities in controlling potentially violent or illegal situations
 - 9.4.1.1.2 The power to secure ICC property and members against damage or loss from violence, vandalism, theft or other cause; licensed, bonded security agents may be hired in emergency or crisis situations to guard ICC members and property, and to avert harm;
 - 9.4.1.1.3 The power to seek eviction or arrest of any ICC member or guest who commits actual or threatened acts of violence, assault, vandalism, or theft against any member of ICC, its staff, its property or the public;
- 9.4.1.2. Power to Authorize Expenditures for Protection of Property;
 - 9.4.1.2.1 The power to authorize expenditures, including those binding ICC by contract, for amounts above those budgeted for maintenance or capital improvements; Such expenditures are authorized only in the event that they become necessary to ensure the safety and health of the occupants of ICC buildings or to prevent significant further damage to ICC property, particularly in the event of fire, storm, explosion, water or wind damage, structural collapse, sewage leaks, natural disaster and acts of violence or vandalism to ICC property.
- 9.4.1.3. Power to Secure House or Other Corporate Funds;
 - 9.4.1.3.1. The power to confiscate house or other corporate checkbooks and funds, to close or freeze house or other corporate bank accounts, and to stop payment on house or other corporate checks in the event that there is a reasonable suspicion of malfeasance, actual or planned theft, gross mismanagement of funds, unauthorized expenditures of house or insufficient funds; These actions will be accompanied by notification of house members, if and as appropriate, of the actual or suspected unauthorized acts.
 - 9.4.1.3.2.. The power to notify legal authorities if and as necessary;
- 9.4.1.4. Power to Secure ICC Records;
 - 9.4.1.4.1. The power to refuse access to ICC records, pending a delay to provide a duplicate of information to anyone suspected of seeking access to records with the intent of causing damage to ICC or its members;
- 9.4.1.5. Power to Defend Against Legal Action;

9.4.1.5.1. The power to defend ICC against lawsuits by retaining legal counsel, and if necessary, filing counter-suits, claims or injunctions, or by seeking court orders; Such retention, filing and other actions are authorized even when actions will require the expenditures of funds above the amounts authorized in the budget for legal expense. Decisions to retain counsel will be weighed in light of the severity of the lawsuit and its claims, and the potential expense that the loss of such suit could incur for the ICC. Unless time will absolutely not allow it, no counter-suits, claims, injunctions or court.

9.4.2. Emergency Intervention Review: All decisions involving the use of emergency power authority must be promptly reported to the Board of Directors and are subject to review and approval or disapproval by the Board of Directors

9.5 Office Operations:

9.5.1. ICC Executive Limitations Policy - ICC executive limitations policy regarding staff leave, compensation, and benefits.(Passed May 14, 2002)

9.5.1.1. The General Administrator's authority, with respect to the compensation, benefits and paid or unpaid leave of ICC staff, is limited so as to assure that the rights of employees to fair and equitable access to compensation, benefits and leave are not impeded.

9.5.2. Office Equipment: ICC office equipment is only for ICC or house business use

9.5.3. All Executive Coordinators may receive a key to the downstairs office for the purposes of conducting ICC or house business.

Staff Job Descriptions

9.13. Facilities Administrator (Approved by Board of Directors 9/19/2000, Effective October 1, 2000)

9.13.1. General Duties: The Facilities Administrator will provide expertise, supervision, planning, and daily coordination for the management of all corporate facilities. Facilities Management includes, but is not limited to: building maintenance, equipment and capital improvements, sanitation and safety, facilities budget development, historic landmark status and building grant requirements.

9.13.2. Accountability

9.13.2.1. The Facilities Administrator is a full-time staff position supervised by and accountable to ICC General Administrator

9.13.3. Duties and Responsibilities

9.13.3.1. Maintenance and Improvement Systems: Overseeing maintenance and improvements systems and long term planning development, including major building renovations and rehabilitation projects Provide guidance to the Maintenance Officer and house Maintenance Officers.

9.13.3.2. Select and oversee contractors: Work with the maintenance committee and General Administrator in developing budgetary recommendations (for the Facilities area) for the upcoming fiscal year.

9.13.3.3. Oversight of Maintenance Budget and Reporting Monitoring and approving maintenance expenditures and capital improvements according to the approved budget and cost-effective decision making

9.13.4. Overseeing and improving organization of maintenance, facilities and capital improvements records, information retrieval and reporting

9.13.5. Update ICC Facilities Manual a minimum of one time per year. This should also include a timeline for implementing Facility Improvements.

- 9.13.6. Providing the Board of Directors and General Manager information concerning facilities expenditures and plan, and information regarding ICC's compliance with all regulatory and grant requirements
- 9.13.7. Direct Maintenance: Develop and maintain system for tracking member maintenance requests
- 9.13.7.1. Evaluate reported maintenance problems
 - 9.13.7.2. Utilize available resources for completing repairs on an as-needed (but on-going) basis, such as repair plumbing leaks and clogs, repair/replace siding, window frames, eaves and other carpenter repairs
 - 9.13.7.3. Noting and addressing additional problems observed during the course of performing work
 - 9.13.7.4. For all assignments: obtain materials, keep GA, BD, and house members updated about project complications and delays, clean job site completely and complete ICC paper work
- 9.13.8. Determine what contractors will be utilized
- 9.13.9. Conduct in-house inspections of all ICC property and rooms a minimum of one time per year.
- 9.13.10. Inspection/Code compliance: Work to ensure that ICC properties are in compliance with City of Austin building codes.
- 9.13.10.1. Supervise the resolution of all ICC code violations in accordance with city-approved timeliness and as ICC budget allows
 - 9.13.10.2. Within the limits of corporate resources, ensuring that all houses with Historic Landmark status meet Historic Landmark Commission guidelines in regard to maintenance, aesthetics and appropriate approval of building and capital improvements
 - 9.13.10.3. Overseeing additional regulatory areas such as commercial kitchen permits, rooming house licenses, swimming pool licenses and regulations and compliance with any building or property grant requirements
 - 9.13.10.4. Working Conditions
 - 9.13.10.4.1. The Facilities Administrator is expected to work an average of 40 hours per week. The Facilities Administrator will be available to members during maintenance emergencies on a limited basis. The Facilities Administrator's cellular phone number may be given to members to call in case of emergencies, along with a description of what constitutes an emergency and a list of emergency maintenance contractors. The Facilities Manager need not to respond to all emergencies in person but may address the problem by calling an outside company, working with the member over the phone, or determining that the matter may address in the next working day.
 - 9.13.10.4.2. Compensation for work during non-routine hours will be consistent with the policy regarding the ICC staff as a whole: time worked over standard hours will be taken as compensatory time, and will be monetarily compensated at the worker's regular pay rate.
 - 9.13.10.4.3. The Facilities Administrator must provide transportation of his/herself, tools and supplies. Mileage expense for use of personal vehicle between ICC jobs and to obtain materials and supplies is reimbursed at rate set by the United States Internal Revenue Service. Facilities Administrator must report his/her mileage with each time sheet.

9.13.10.4.4. The Facilities Administrator will earn and accrue comp time and vacation, holiday, and personal leave, as well as medical and dental insurance, according to the current ICC Staff Policies.

9.13.10.5. Needed Attributes: The Facilities Administrator is expected to be flexible regarding changes in job tasks according to unanticipated maintenance needs and emergencies. The Facilities Administrator must be able to take direction, work under supervision and follow priorities set by the General Administrator and Board of Directors. As well, the Facilities Administrator must have the ability to work independently, organize multiple tasks and exercise judgment and skill in daily decision-making.

9.13.10.6. Required Skills: The Facilities Administrator is expected to possess the following skills and to acquire additional knowledge as needed during the course of his/her employment at ICC:

9.13.10.6.1. General proficiency and several years of hands-on experience in the areas of plumbing, electrical, HVAC, and carpentry. Awareness of national and city codes, city permits, and proper procedures for assuring that codes are met and permits are current.

9.13.10.6.2. Knowledge of industry standards for independent construction constructors: bid procedures and typical content, liability and payment procedures.

9.14. General Administrator (Effective December 15, 1999)

9.14.1. General Responsibilities: The general responsibilities of the General Manager will be to provide management, guidance, education and expertise for the operational, professional, financial and educational functions of the ICC. The General Manager will act at all times to assist and advise the Board of Directors to ensure the well-being of the corporation and to integrate its various activities into a single successful operation. The General Manager will assure staff implementation of Board-approved policies, actions and directives. The General Manager will be ICC's senior manager and will work with and supervise, directly or indirectly, all other ICC staff members and independent contractors according to the guidelines of the ICC Management System Policy, effective October 1, 1998, or as subsequently revised by the Board of Directors with the agreement of the General Manager.

9.14.2. Within Board of Directors approved policies and budgets, job responsibilities include:

9.14.2.1. staff supervision and management,

9.14.2.2. Board and membership development, education, and services,

9.14.2.3. assurance of the accuracy of accounting records,

9.14.2.4. development and monitoring of corporate budgets,

9.14.2.5. fund management,

9.14.2.6. coordination of long-term planning, property sales, leases and acquisitions,

9.14.2.7. oversight of capital improvements planning and implementation, and,

9.14.2.8. procurement and management of financing for mortgages, renovation loans and other corporate liabilities.

9.14.3. Specific Responsibilities:

9.14.3.1. Act as ICC's Senior Manager

9.14.3.2. Acting within Board of Directors policy, and according to the ICC Management Systems Policy, serve as ICC's senior manager. Maintain an overview of corporate activities, plans and directives to integrate them into a single successful operation by:

- 9.14.3.3. Training Board of Directors and staff regarding the relationship of all ICC activities to the corporate well-being;
 - 9.14.3.4 Ensuring that the Board of Directors is trained in general management, roles and responsibilities, with assistance from other staff and Board members, as well as from alumni, appropriate professionals and other members of the community, as needed;
 - 9.14.3.4. Monitoring all corporate activities on behalf of the Board, as reasonably possible;
 - 9.14.3.5. Supervising, directly or indirectly, all staff members and independent contractors;
 - 9.14.3.6. Approving unbudgeted expenditures and projects with amounts exceeding \$1,000.00;
 - 9.14.3.7. Consulting with appropriate staff members and independent contractors to recommend to the Board long-range and short-range budgets. Authorize those budget items delegated to the General Manager under the Budget Streamlining Policy and the Executive Limitations Regarding Budget Policy and inform the Board of such authorizations. Report to Board as required regarding compliance with the Executive Limitations Regarding Budget Policy. Assist the Finance Committee and staff in recommending the remainder of the budget to the Board of Directors;
 - 9.14.3.8. Working with the Board to develop community support, including an alumni association and fundraising activities, if and as possible;
 - 9.14.3.9. Assisting full-time ICC staff members and the independent financial services provider by performing only those tasks that absolutely must be done during those persons' absences or periods of unavailability;
 - 9.14.3.10. Implementing and following the ICC Management System Policy and the Emergency Management Powers and Authority Policy, as appropriate.
- 9.14.4. Provide Guidance and Expertise to the Board of Directors
- 9.14.4.1. Serve as the primary staff resource person and a general management advisor to the ICC Board of Directors and staff. This includes:
 - 9.14.4.1.1 Attending Board of Directors, staff, Board Committee and other meetings on an as-needed basis;
 - 9.14.4.1.2 Ensuring that timely reports on financial status of the corporation are provided to the Board of Directors and other interested parties, including Monthly budget variance income statements and balance sheets; Other financial statements as requested by the Board of Directors; Annual audit report from Board-selected auditor;
 - 9.14.4.1.3 Assisting in creating, updating, and maintaining corporate records of corporate policies (also known as Standing Rules). Encourage Board members to submit important policy proposals or revisions to the Board, or submit them personally in the absence of officer or Board action or expertise, when and if time allows. Provide Board with background information and advice as needed;
 - 9.14.4.3.3. Acting as ICC's legal agent of the Board of Directors, according to Board approved policy and directives, to government and other entities as necessary for job performance and for protection of ICC's assets and interests against threatened claims, penalties and litigation; to the extent of the General Manager's ability to personally control, ensuring that ICC meets all legal requirements within the areas of the job position's authority and responsibility.

These areas include, but are not limited to, lenders, financial institutions, taxing authorities, government agencies, insurance providers, real estate agents, auditors, attorneys and other professionals, and historical commissions;

9.14.4.3.4. Advising the Board of Directors regarding the standards of, and the necessary measures to remain in compliance with, ICC's status as a Texas non-profit corporation with tax-exempt status under Section 501 (c)(3) of the Internal Revenue Code and as an exempt organization in the State of Texas;

9.14.4.3.5. Providing guidance to the Board of Directors in co-op development by coordinating the purchase, leasing, and sale of real estate and other assets and managing and procuring financing for mortgages, renovation loans, and other liabilities;

9.14.4.3.6. Working with the Board of Directors, appropriate ICC staff, and the independent financial service provider to develop and update the annual budget, including training Board members regarding ICC's budget, and coordinating budgeting for houses, central operations, and capital reserves;

9.14.4.3.7. Along with the Coordinating Officer, working with the Board of Directors to develop long-range financial projections, plans, goals, strategies and objectives, to be updated on an annual or bi-annual basis;

9.14.4.3.8. Advising Board, as needed, regarding improvements in systems for assessing operations fund charges to houses and for rewarding houses for good performance in regard to occupancy and house fund management;

9.14.4.3.9. Assure the timely collection of member accounts receivable payments and the assertive pursuit of collection and bad debt recovery efforts by enlisting the assistance of other staff, house members, parents and other responsible parties, collection agencies and legal authorities, if and as appropriate.

9.14.4.3.10. With assistance and support from the independent financial services provider, advising Board regarding implementation of plans to improve services, save money, increase revenues and decrease expenses, based on information derived from thorough research. Working with ICC staff, and professional consultants if necessary, to advise the Board regarding annual rental rate increases and decreases, Member Resources, marketing and member quality of life, and the competitiveness of ICC rental rates in the area rental market. Also, working with ICC staff to advise the Board regarding the condition and preservation of ICC housing and property, and working with the Board and staff to devise and implement service and system improvements, and cost saving and/or revenue boosting strategies.

9.14.5. Personnel Systems Supervision - Coordinate ICC personnel and organize personnel system by:

9.14.5.1. Directly hiring, providing training, overseeing, evaluating and firing, if an as appropriate ICC's full-time staff members in accordance with job descriptions and board directives. Call and facilitate staff meetings. Oversee supervision of part-time employees by full-time employees. Assist other ICC staff members in hiring, firing, training and evaluating the staff persons whom they supervise.

9.14.5.2. Within the limits of corporate resources and Board-approved budgets, assuring that workplace conditions and infrastructure are satisfactory to improve efficiency and cooperation among staff members;

9.14.5.3. Enforce and uphold the terms of contract with financial service provider(s) and work with the Independent Financial Services Provider to ensure that ICC's expectations are met with regard to performance of contracted responsibilities.

9.14.5.4. Providing guidance and expertise necessary to encourage and maintain member education and retention efforts and a sense of well-being throughout the organization by ensuring the training and monitoring of ICC corporate and house officers.

9.14.5.5. Advising Board on staff structure and job descriptions.

9.14.5.6. Advising the Board on and coordinating employee benefits system.

9.14.5.7. Assisting the Board in the development, implementation and monitoring of personnel policy and practice, and, within the limits of corporate budgets and other resources, perform necessary research and study to reasonably assure corporate compliance with applicable personnel law

9.14.5.8. Implement, monitor and report to the Board regarding the Executive Limitations Policy on Staff Leave and other personnel policies, and/or their successor or replacement policies as adopted by the Board of Directors.

9.14.6. Monitor Financial Systems and Compliance with External Requirements - Provide fiscal oversight, supervision and organizational accountability for accounting records, documentation and reporting requirements related to ICC funds and financial activity.

This includes:

9.14.6.1. Overseeing yearly and monthly cash flow, including ensuring that transfers, deposits, and expenditures are made, with discretionary authority to approve or disapprove expenditures within Board approved budget guidelines:

9.14.6.2. Overseeing the timely payment of taxes, mortgages, loans, bills, salaries and other corporate expenditures. Negotiating cost reduction and efficiency as possible.

9.14.6.3. Ensuring that all ICC financial activity is properly documented, that all tax, legal and lender reports, as well as tax and insurance audits, are filed and/or prepared according to deadlines, and that ICC is in compliance with all legal obligations regarding insurance, taxes and debts.

9.14.6.4. Assisting the Board of Directors to ensure that ICC takes the necessary measures to remain in compliance with ICC's status as a Texas non-profit corporation with tax-exempt status under Section 501 (c) (3) of the Internal Revenue Code, and as an exempt organization in the State of Texas;

9.14.6.5. According to pre-established deadlines, ensuring that all house treasury materials are turned in to office, all rents are collected, and all house net revenue transfers are made;

9.14.6.6. Supervising and evaluating an overall plan for ICC computerized accounting systems, including implementing the improved accounts receivable system and fixed asset ledger. Working with appropriate ICC staff member(s) and contractor(s) to develop a maintenance and capital improvements tracking system, and working with all personnel to improve the office filing system, especially in regard to membership records, invoices and expense receipts;

- 9.14.7. Coordinating independent financial audits, including:
 - 9.14.7.1. Preparing for an annual audit, representing ICC to the auditors, assisting auditors, and assuring the completion of any work possible to minimize audit expense; and
 - 9.14.7.2. Assisting in all phases of auditor review and selection as directed by the Board of Directors;
- 9.14.8. Ensuring the keeping of accurate and timely accounting records of all ICC bank accounts and rent collections, including ensuring the reconciliation and posting to general ledger of all corporate, bank, member and credit account activity, the performance of trial balances, and the combination of the above information into financial statements per house, for central operations, and for ICC as a whole;
- 9.14.9. Ensuring the provision of monthly summaries of financial activity for each house and the assistance of house members in understanding that information through oral communication, written reports and graphic representations when possible;
- 9.14.10. Assisting the ICC Finance Officer with the oversight and training of house treasurers, and with teaching them to do their jobs correctly and in a timely manner. Ensuring the correction of treasurer mistakes, and the posting of house activity to the general ledger;
- 9.14.11. Working with City officials and the ICC staff and co-op members to ensure that houses with Historic Landmark zoning maintain their property tax exemptions. Ensure the filing of appropriate annual applications;
- 9.14.12. Member Resources and Marketing
 - 9.14.12.1. With ICC staff and board members, working to ensure that adequate membership recruitment, retention, advertising and marketing efforts take place. Advise and assist the membership in development and implementation of improvements to quality of life in ICC.
 - 9.14.12.2. Advise Board and staff regarding the legalities of ICC's membership contracts.
 - 9.14.12.3. Advise Board and members regarding compliance with landlord/tenant law.
 - 9.14.12.4. Advise Board and members regarding assurance of a continually improving quality of life for the resident members of ICC.
- 9.14.13. Facilities Improvements, Conditions and Safety - Working with the Board, ICC staff and independent contractors as needed to improve the safety and conditions of ICC's existing facilities and to prepare for future repairs and improvements by:
 - 9.14.13.1 Developing and maintaining a capital repair and replacement plan for all building systems and equipment assets of ICC;
 - 9.14.13.2. Developing and maintaining a preventive maintenance program whereby equipment and building systems are serviced in order to increase performance efficiency, maximize usable life, reduce negative environmental impact and increase safety and stability;
 - 9.14.13.3. Within budgetary and operational constraints, maintain ICC's facilities and equipment at a high degree of compliance with applicable building standard and health codes;
- 9.14.14. Community Relations - With Board members and corporate officers, ensuring that ICC is represented and a participant in various local and cooperative communities as appropriate. The General Manager shall prioritize her/his community relations

activities so that the Board is aware of and has approved of each general activity. These activities will consume staff time in proportion to their benefit to the ICC, will be delegated to others if and as appropriate, and shall not unnecessarily interfere with other job duties and activities of the ICC.

9.14.14.1. Ensuring that ICC is represented on the Board of Directors of NASCO Properties for as long as the ICC retains membership in that organization, and work to ensure that NASCO Properties continues to function in the best interests of the ICC and the cooperative movement;

9.14.14.2. Ensuring that ICC engages in appropriate co-op movement-building activities relating to educating members and the general public about the nature and benefits of cooperative enterprise, including membership and active participation in external organizations that support or provide these activities, such as the North American Students of Cooperation, the Campus Cooperative Development Corporation, the National Cooperative Business Association, and/or other organizations the Board of Directors or General Membership may from time to time elect to join or support;

9.14.14.3. Working to ensure that ICC's local community members continue to promote and protect aspects of our neighborhood that keep ICC successful, including but not limited to neighborhood associations, governments, educational institutions, and neighbors.

9.15. Member Resources Administrator (created 10-25-04)

9.15.1. This Member Resources Administrator is a full time, professional staff position with benefits, supervised by and accountable to the General Administrator, according to current ICC staff policies. This person is responsible for service in the areas of leasing, property management, occupancy, leadership development, member conflict resolution, co-op training and education.

9.15.2. General Responsibilities:

9.15.2.1. the Member Resources Administrator is generally responsible for leases, potential member contact; reaching decisions about room switches, re-lets, leases, and working with committees and houses on membership and approval policies. Also, this person is generally responsible for training at the house, board, and ECC levels; developing member education programming with the elected coordinators, fostering communication between staff, board, houses, and members; and dealing with member issues or conflicts. This staff member will work with the Accounting Administrator on coordinating general main office operation. The MRA will co-ordinate facilities questions and physical plant issues from members with the Facilities Administrator.

9.15.3. Specific Responsibilities by Area

9.15.3.1. Leasing

9.15.3.2. Thoroughly understand and implement the membership acceptance and leasing signing process, including checking references, house votes on non-students, paying deposits, explaining leases, and getting leases co-signed.

9.15.3.3. Serve as the legal signatory by reviewing and signing ICC leases. This function involves assuring that the terms of the lease have been described and reviewed by potential members and confirming that all ICC membership policies have been followed prior to lease signing. The MRA will conduct an annual review of the content of the ICC lease and changes will be proposed to the general administrator for inclusion in the lease. During peak contract times other staff will assist the MRA in this function.

9.15.3.4. Keep members informed as to dates for lease signing and room switching, as well as all membership policies that apply, including any discount policy, co op interruption policy, and member debt policy using electronic and print capabilities as available.

9.15.3.5. Expedite the processing of member applications and leases in conjunction with the Accounting Administrator. Work with appropriate staff and members to improve and develop membership record keeping procedures in the office, house application and acceptance policies, member lease revisions, and eviction and lease release policies.

9.15.4. Property Management

9.15.4.1. Demonstrate a basic understanding of professionally accepted property management practices, ensuring that they are implemented in daily office operations and further developing these skills as needed.

9.15.4.2. Work with the Accounting Administrator to ensure that information regarding incoming monies is communicated accurately, effectively, and in an organized, systematic format. This includes providing back up in the receipting of member rent payments, billings, sending out late notices, processing security deposit payments and other member charges and fees.

9.15.4.3. Assist houses in preparing for interim and the gap between lease periods (Co op Interruption) and by providing information to houses regarding interim planning.

9.15.5. Occupancy

9.15.5.1. Provide occupancy reports for the board packets for current and upcoming semesters. Post occupancy numbers in an obvious place in the office. Work with the General Administrator on the reporting of occupancy percentages and to monitor the actual occupancy's variance from budget.

9.15.5.2. Assist in advising the Board and staff on strategies and policies to encourage the retention of current members.

9.15.5.3. Consult other housing organizations in order to provide direction on ICC member fees, research the local rental market each Fall and make recommendations to the Board and General Administrator accordingly.

9.15.5.4. Maintain an ongoing relationship with the UT housing department and keep relevant University officers supplied with current rental information, flyers and brochures. Work with the staff of the UT International Students Office to provide ICC housing for international students on an ongoing basis. Work with other educational institutions to develop relationships with other potential members.

9.15.6. Member Resources/Member Resources

9.15.6.1. Serve as the primary resource for visitors and members as they call or come by the office. Have a working knowledge of ICC policies and procedures. Understand each staff member's responsibilities and at what point to direct members/visitors/calls to other staff for service.

9.15.6.2. Establish working relationships with members and serve as both a resource person for problems resolution and a liaison between membership, Board of Directors, and staff. Direct members to appropriate social service providers where necessary. Visit each house in the evenings at least once per semester, attending either house dinners or house meetings.

9.15.6.3. Assist houses and membership with crisis intervention and conflict resolution either as a direct facilitator or as a resource in finding persons trained to facilitate conflicts in co-op. Aid houses and membership in determining when such a crises exists.

Have a strong knowledge of ICC Member review policy and work with the GM within the limits of that policy.

9.15.6.4. Report regularly to the General Administrator about both routine and non routine situations about which the GA may be unaware, or which may be of special concern to the GA and ICC.

9.15.6.5. Work with the Membership Committee or the appropriate sub-committee in areas concerning re-let, room switch, and general lease issues

9.15.7. Member Education and Leadership Development

9.15.7.1. At the beginning of each semester, ensure that Co-op Week is planned for and well advertised. Co-op Week should consist of a training opportunity for all house officers and an opportunity for new members to gain knowledge of ICC.

9.15.7.2. Work with other staff and ICC members to develop a program to foster positive initial co-op experiences.

9.15.7.3. Working with the ICC Education Coordinator and committees ensure that the ICC education program offers workshops, provides scholarships, and develops programming that fulfills current ICC policy and the ICC mission. Encourage member participation in developing these programs. Manage and develop education budgetary allotments.

9.15.7.4. Coordinate the annual member trip to the NASCO Institute according to ICC policy.

9.15.7.5. As working relationships are developed with members, work to foster leadership development. This includes encouraging members to be active in their house and in ICC through officer, committee, and volunteer positions. Work to create involvement opportunities for members who may not desire or excel in the traditional duties of member and leadership.

9.15.7.6. The Member Resources Administrator may choose to award a \$50 scholarship to the Editor of the ICC Newsletter once per month. The scholarship may be shared among multiple editors. If the MRA denies the scholarship, editors may appeal to the Education Committee.

9.15.8. Office Coordination

9.15.8.1. Along with other office staff, ensure that all office equipment is functioning correctly and is scheduled for regular maintenance. Maintain and order office supplies as needed.

9.15.8.2. Work with other staff members to create the best office presentation and comfort level for visitors and staff.

9.15.8.3. All staff members share the responsibility for office reception, mail processing, and general administrative co-ordination. The ICC staff will make sure the office is open and available for all scheduled hours per ICC policy.

9.15.8.4. Perform other administrative duties as assigned by the General Administrator.

9.15.8.5. All staff members must receive permission of the General Manager to take leave time during crucial vacancy filling periods: during the last 20 days of a semester and for the twenty days immediately preceding the beginning of a semester.