

Section 9: Staff & Office

9.1. Benefits (passed 02/07/05) - The General Administrator has all authority over the administration, accrual, use and payment of staff benefits except as described below:

9.1.1. The General Administrator may not change the benefit provided to staff from that which is currently in effect without consultation of the board of directors and staff or its designate as part of annual budgeting;

9.1.2. The General Administrator may not discriminate against any employee by failing to grant insurance, retirement, health, dental, or other benefits, if any, in equivalent amounts to all employees within each employee class and according to ICC policy;

9.1.3. The General Administrator may not fail to grant health and dental insurance benefits to any ICC employee, at ICC's expense, who has worked at ICC for two months or longer in a defined, full-time position:

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

9.1.3.2. A defined 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 as part of the ICC annual budget. A reasonable cost projection of up to 15% per annum shall be used in preparing the annual budget. Should continuing benefits not be available to ICC for this increase then the General Administrator shall negotiate and/or seek alternative funding staff benefit strategies including reimbursement and self insurance alternatives that will provide the greatest benefit to staff while keeping costs below this threshold.

9.1.4. The General Administrator shall seek input and guidance from all staff members and from benefit providers outside of ICC before making any changes in ICC's health care benefit.

9.2. Compensation - The General Administrator has all authority over the administration, accrual, use and payment of staff wages, salaries, and bonuses except as described below:

9.2.1. The General Administrator may not make any changes to her or his Board-approved salary. Regular adjustments in General Administrator compensation will be made, only with specific Board approval, according to the Staff Salary Scale Policy and the Staff Bonuses Policy;

9.2.2. The General Administrator may not discriminate against any employee in regard to compensation as prescribed by law;

9.2.3. The General Administrator may not pay less than the current legal minimum wage to any ICC employee;

9.2.4. The General Administrator may not fail to reward acceptable long-term employee service with appreciation and with improvements in compensation and may not discriminate against any employee in regard to such reward as prescribed by law;

9.2.5. The General Administrator may not fail to award cost-of-living salary and wage increases on an annual basis except in emergency situations declared by the Board of Directors and may not discriminate against any employee in regard to such award;

9.2.6. Without specific approval by the Board of Directors, the General administrator may not deviate materially from the boundaries of the Staff Salary Scale Policy or the ICC Budget in regard to the compensation of any staff person(s). The General Administrator will not fail to inform the Board if and when the General Administrator perceives a need for changes to the Staff Salary Scale Policy and/or the ICC Staff Budget;

9.2.7. The General Administrator may not fail to award staff bonuses, as approved by the Board, to qualified staff members according to the Staff Bonuses Policy and may not discriminate against any employee in regard to the application of such policy.

9.3. 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. 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 that staff person to contact the General Administrator for approval before taking such emergency action. All such decisions should be promptly reported to the Board of Directors and are subject to review and approval or disapproval by the Board of Directors.

9.4. Power to Secure the Safety of ICC Members and Property

9.4.1. The General Administrator has 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.

9.4.2. The General Manger has the power to secure ICC property and members against damage or loss from violence, vandalism, theft or other cause. The General Administrator may hire licensed, bonded security agents in emergency or crisis situations to guard ICC members and property, and to avert harm.

9.4.3. The General Administrator has 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.

9.5. Power to Authorize Expenditures for Protection of Property

9.5.1. The General Administrator has 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.

9.6. Power to Secure House or Other Corporate Funds

9.6.1. The General Administrator has 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.

9.6.2. Legal authorities may also be notified, if and as necessary.

9.7. Power to Secure ICC Records

9.7.1. The General Administrator has the power to refuse access to ICC records, pending a delay to provide a duplicate of information to anyone whom the General Administrator suspects of seeking access to records with the intent of causing damage to ICC or its members.

9.8. Power to Defend Against Legal Action

9.8.1. The General Administrator has 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.

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

9.9.1. 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. The General Administrator will also ensure that employees are protected from discrimination and are not denied any of their salary, wage, benefits or leave rights according to law and the reasonable application of common rules of prudence and ethics.

9.10. Office Operations

9.10.1. All Board Coordinators and staff receive, as necessary, office keys. If a Board Representative wants a key, he/she shall request one from the ECC. ICC business has priority over other uses on ICC computers.

9.10.2. There will be no smoking in the main office.

9.11 Staff Rights and Protections

9.11.1. 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.

9.11.2. 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. The General Administrator will not allow any such discrimination in the workplace for employees or applicants.

9.11.3. 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.

9.11.4. The General Administrator will not fail to maintain full Worker's Compensation Insurance coverage for all employees at all times. The General Administrator shall not fail to properly record and file all employment documentation, including such items as employee applications, letter of reference, evaluations, letters of appreciation, reprimands, termination notices and resignations.

9.12. Staff Bonus Policy (Approved 5/1/2001)

9.12.1. ICC will actively demonstrate that we value our staff resources by providing incentives that encourage positive performance and commitment to organizational goals.

9.12.2. Holiday Bonus

9.12.2.1. 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:

9.12.2.2. The bonus amount will be the same for all staff, provided that they have completed one year of employment with ICC.

9.12.2.3. The bonus amount for staff with less than one year of service will be assigned on an annually pro-rated basis.

9.12.2.4. All employees must have a written performance evaluation (less than one year old) that reflects they are meeting the minimum standards of their position. Employees actively on probation for performance issues will not be eligible. Staff must be employed by ICC on December 15th of the given bonus year in order to be eligible for the holiday bonus.

9.12.2.5. The General Administrator will make a recommendation to the Board of Directors (during the budgeting process) regarding the total budgeted holiday bonus amount.

9.12.3. Non-Routine Performance Bonuses

9.12.3.1. The Board of Directors may opt to provide staff with adjunctive performance bonuses at its discretion. This decision will be based on the availability of fiscal resources and relevant organizational outcomes. Staff budgeted to work less than 40 hours per week will be awarded performance bonuses on a pro-rated basis. The Board is encouraged to adhere to the following criteria in awarding performance bonuses:

9.12.3.2. The bonus amount will be the same for all staff, provided that they have completed one year of employment with ICC.

9.12.3.3. The bonus amount for staff with less than one year of service will be assigned on an annually pro-rated basis.

9.12.3.4. All eligible employees must have a written performance evaluation (less than one year old) that reflects they are meeting the minimum standards of their position. Employees actively on probation for performance issues will not be eligible.

9.12.3.5. Staff must be a current employee of ICC at the time that the performance bonus is awarded.

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.

9.16. Staff Leave, Comp Time, Overtime & Work Breaks: The General Administrator has all authority over the administration, accrual, use and payment of staff leave, comp-time, over-time and work breaks except as described below:

9.16.1. The General administrator may not discriminate against any employee by failing to grant holiday, vacation, personal health, leaves of absence or other leave in equivalent amounts to all employees within each employee class and within the guidelines below.

9.16.2. Authority over decisions regarding the methods of and limits to vacation, health and holiday leave accrual, unpaid leave, paid leaves of absence, and the payment for and use of leave by the General Administrator shall reside with the ICC Executive Coordinating Committee (ECC). The ECC shall apply such authority consistently according to the written leave policy and the actual practices that govern all staff leave.

9.17. Vacation Leave

9.17.1. All employees who work more than 10 hours per week will receive minimum paid vacation time proportionately equivalent to 12 eight-hour days per year for full-time, 40 hours per week, 52 week per year, employees. Employees who work 10 hours per week or less, or who are temporarily employed, will not receive paid vacation time.

9.17.2. Employees who have worked in a full-time ICC job position of 30 or more hours per week for five or more years will receive 15 days of paid vacation time proportionately equivalent to 15 eight-hour days per year for full-time, 40 hours per week, 52 week per year, employees. Two years of part-time service may be counted as one year of full-time service for purposes of this calculation, though an employee must serve no less than two years in an actual full-time position to receive 15 days per year of vacation time.

9.17.3. Employees may not use their vacation leave until they have been employed by ICC for three months or longer.

9.17.4. Employees who leave their job positions after three months of employment will be paid for their accrued vacation leave as of the date of their departure, except if and when an employee is terminated for illegal or unethical activities.

9.17.5. Authority over decisions regarding the methods of, and limits to, vacation leave accrual, unpaid leave, and the payment for and use of vacation leave by employees shall reside with the General Administrator. The General Administrator shall not fail to apply such authority

consistently according to a detailed written staff leave policy that is made available to all staff members upon their hiring and all Board members upon request.

9.17.6. The General Administrator's vacation leave shall be equivalent to that of other staff persons according to the above guidelines.

9.17.7. All employees can carryover a maximum of 40 hours of vacation leave time from one fiscal year to the next. The maximum amount for carryover will be prorated for employees working less than 40 hours per week.

9.18. Personal Health Leave

9.18.1. All employees except those who are temporarily employed will receive paid personal health leave proportionately equivalent to 12 eight-hour days per year for full-time, 40 hour per week, 52 week per year, employees.

9.18.2. Employees may use personal health leave for any purpose which employee feels is beneficial to their personal well-being as well as for any family illness or emergency.

9.18.3. Unpaid personal health leave will be given according to the rules and guidelines of the U.S. Family & Medical Leave Act and shall not be denied to any employee except as allowed under such act.

9.18.4. Authority over decisions regarding the methods of and limits to personal health leave accrual, unpaid leave, and the payment for and use of personal health leave by employees shall reside with the General Administrator. The General Administrator shall not fail to apply such authority consistently according a detailed written staff leave policy that is made available to all staff members upon their hiring and all Board members upon request.

9.18.5. The General Administrator's health leave shall be equivalent to that of other staff persons according to the above guidelines.

9.19. Compensatory or Comp Time and Over-Time Pay

9.19.1. All permanent, full-time ICC employees are considered to be either executive, administrative, or professional employees and are therefore exempt from over-time pay as per the U.S. Fair Labor Standards Act (FLSA). All permanent, full-time employee job descriptions and employment agreements will be written in accordance with the rules and limitations of the FLSA, and shall make reference to it.

9.19.2. Part-time, temporary, and other non-exempt employees are prohibited from working over-time, except with specific weekly approval from the General Administrator. 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 by the General Administrator or his or her delegate if approval for over-time was not granted in advance. Any non-exempt employee accumulating comp time must be allowed, by law, to take such comp time within the same work week during which the comp time is accumulated.

9.19.3. 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.

9.19.4. Comp time accumulated by exempt employees may be taken off, with pay, at any time upon notification of the employee's supervisor.

9.19.5. For cases, if any, in which ICC policy regarding exempt and non-exempt employees and/or comp time 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. The General Administrator will avoid allowing employees to accumulate any comp time or work under any conditions that might result in a conflict between ICC's budget and the law.

9.19.6. The General Administrator is an executive employee and is therefore exempt from over-time pay. The General administrator may accumulate hours worked or paid over 40 hours per week as compensatory or comp time according to the same comp time guidelines as those for other exempt staff.

9.19.7. Under certain unusual circumstances, the General Administrator may accumulate more total leave hours than can be reasonably taken without impeding his or her job performance or otherwise impeding the operations of the ICC. In such cases, the General Administrator will keep the Board of Directors apprised of the situation, and the Board of Directors may decide on a case-by-case basis, to purchase the General Administrator's unused compensatory, vacation, holiday, or personal health leave. The General Administrator shall avoid the unwarranted accumulation of unused leave of any kind.

9.19.8. All employees can carryover a maximum of 80 hours of comp time from one fiscal year to the next. The maximum amount of carryover will be prorated for employees working less than 40 hours per week.

9.20. Holiday Leave

9.20.1. All ICC employees in permanent job positions will receive the following paid holidays, on which days the ICC office will be closed. (The General Administrator has the authority to designate another day when these days fall on weekends): New Year's Day, Friday before Easter, Memorial Day, Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve.

9.20.2. All ICC employees in permanent job positions will receive the following paid holidays, on which days the ICC office will NOT be closed, except when such days fall on weekends or other days of office closure:

9.20.2.1. Employee's Birthday or another day of significance at the employee's option;

9.20.2.2. Martin Luther King's Birthday (Observed), though some employees will be required to work on this day so that the office can remain open to facilitate the

beginning of the spring semester. Such employees will be granted another day of holiday leave in lieu of Martin Luther King's Birthday (Observed).

9.20.3. Authority over decisions regarding the methods of and limits to the payment for and use of holiday leave by employees shall reside with the General Administrator. The General Administrator shall apply such authority consistently according to a written staff leave policy that is made available to all staff members upon their hiring and all board members upon request. The General administrator shall not discriminate against employees in regard to their choices of holidays when such choices are based on religion, culture, ethnicity and the like. However, the General Administrator may limit the number of paid holidays that can be taken other than the holidays for which the ICC office is closed.

9.21. Paid Leaves of Absence for Long-Term Employee Service:

9.21.1. Employees with acceptable or better job performance who have worked the equivalent of five years as a full-time employee will be granted one extra week of paid leave, at their current average number of work hours per week. Such leave must be taken during either the sixth or seventh year of employment, and is a one-time award for long-term service that does not increase the amount of their paid leave during any other year.

9.21.2. Employees with acceptable or better job performance who have worked the equivalent of ten years as a full-time employee, will be granted two extra weeks of paid leave, at their current average number of work hours per week. Such leave must be taken during either the eleventh or twelfth year of employment, and is a one-time award for long-term service that does not increase the amount of their paid leave during any other year.

9.21.3. Employees with acceptable or better job performance who have worked the equivalent of fifteen years as a full-time employee, will be granted three extra weeks of paid leave, at their current average number of work hours per week. Such leave must be taken during either the sixteenth or seventeenth year of employment, and is a one-time award for long-term service that does not increase the amount of their paid leave during any other year.

9.21.4. Authority over decisions regarding the methods of and limits to the payment for and use of paid leaves of absence by employees shall reside with the General Administrator. The General Administrator shall apply such authority consistently according to a written staff leave policy that is made available to all staff members upon their hiring and all Board members upon request.

9.22. Work Breaks

9.22.1. All employees are entitled to one paid fifteen-minute work break for every four consecutive hours of work, or the pro-rated equivalent thereof;

9.22.2. Employees who work two consecutive hours or less are not entitled to paid work breaks;

9.22.3. All enforcement and mediation of work break policy is delegated to the General administrator, who may also delegate the same authority to other staff persons who act as supervisors of ICC employees;

9.22.4. The General administrator's paid work breaks shall be equivalent to that of other staff persons according to the above guidelines.

9.23. Employee Travel, Training, and Meeting Time

9.23.1. Pursuant to federal and state law, the General Administrator may not withhold payment for employee hours used for training, meetings and travel at any time when an employee is required to travel or attend meetings or training as a requirement of his or her employment.

9.23.2. The General Administrator is not required to pay employees while away from home on required 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.

9.23.3. The General Administrator is not required to pay employees for time spent traveling to or attending training for their personal benefit if that training will not result, in the General Administrator's judgment, in employee job performance improvement.

9.24. Staff Retirement Plan

9.24.1. 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:

9.24.2. The Retirement Plan's age and service requirements shall be the attainment of age 21 and 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.

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

9.24.4. Contribution Formula

9.24.4.1. 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).

9.24.4.2. 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.

9.24.5. 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.

9.24.6. 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.

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

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

9.24.9. 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.

9.25. ICC Staff Salary Policy (Approved 5/1/2001): ICC will demonstrate that we value positive performance by staff via providing annual salary incentives.

9.25.1. The ICC Board of Directors shall approve the salary parameters for all staff positions, which shall be based on the following factors:

9.25.1.1. Type of position

9.25.1.2. Level of responsibility

9.25. 1.3. Skills required

9.25.1.4. Experience / Education

9.25.1.5. Comparable local market wages in the non-profit sector

9.25.2. Entry Level Salary Parameters: (This criteria specifically refers to the salary range available to the hiring authority in hiring a new or promoted employee into a vacant position) When the General Administrator becomes aware of an upcoming position vacancy, he/she will conduct a local market wage study. This information should report wages paid in comparable positions in the non-profit sector. Based on this data, a recommendation of a salary range for the vacant position will be presented to the Board of Directors. The salary range spread (difference between lowest and highest salary number) shall be a maximum of \$3000 and shall be supported by budgetary documentation (confirming revenue availability).

9.25.3. The General Administrator shall submit a list of core hiring criteria for the position. This pre-evaluation tool will be based on the job description and will identify the core areas of expertise/knowledge/skills/characteristics most desirable in the candidate to be hired. The final salary offering will be based on a candidate's ability to meet the pre-established criteria.

9.25.4. The salary range must be approved by the Board of Directors prior to the interview process. The General Administrator shall be authorized to make a salary offer, based on the Board-approved range.

9.25.5. In the event that vacant position is that of General Administrator, the ECC (or its designated hiring authority) will perform the above-referenced functions.

9.25.6. Cost of Living Adjustments (Routine/Mandatory)

9.25.6.1. During the budgeting process for the upcoming fiscal year, the General Administrator and the Board will set salary rate COLA (cost of living allowance) increases based on the following formula:

9.25.6.2. COLA increases will be set as the same rate as the Consumer Price Index of inflation for the prior calendar year (January 1st through December 31st). The index used will be the CPI- all cities, all items or the CPI- Dallas/ Ft. Worth, all items (whichever inflation index is higher). In order to be eligible for the annual COLA increase, staff must meet the following conditions:

9.25.6.2.1. Currently meeting the minimum expectations of the position (as reflected in an annual performance review)

9.25.6.2.2. Employed by ICC for a minimum of 6 months

9.25.7. Salary Increases (Annual Targets)

9.25.7.1. Salary adjustments (increases) will be considered during the budgeting process (in addition to the mandatory COLA). Annual salary increases reward longevity and acknowledge increased effectiveness (based on gaining more experience in a given position).

9.25.7.2. The General Administrator will conduct an annual local market wage study (of the non-profit sector) in relation to each staff position. This information (including data sources) will be presented to the Board of Directors by early February.

9.25.7.3. The Board will make every effort to budget in a manner that minimizes the gap between projected staff salaries for the upcoming fiscal year and current market rates. Targeted salary increases will be a minimum of 5% per year (including COLA). Staff may be eligible for salary increases above the COLA, as of their one-year anniversary date. Staff must be currently meeting minimum performance expectations of the position (as reflected in an annual performance review) in order to be eligible for salary increases. Annual salary increases (beyond COLA) may be capped for employees who have five (5) years of more of service and have received a minimum 5% annual increase over four (4) previous years.

9.25.7.4. Annual salary increases are strongly encouraged but are not guaranteed, as they are contingent on the fiscal resources of the organization in a given fiscal year.

9.25.7.5. Policy Suspensions: The Board reserves the right to temporarily suspend COLA adjustments and salary increases in the event of a fiscal emergency, however, they may not be suspended retroactively. A fiscal emergency is defined in the Operations Reserves Policy. An emergency shall not be declared for the exclusive purpose of avoiding rent increases.

9.25.8. Pay-in-Lieu-of-Notice, Severance Pay, Pay for Accrued Benefits at Termination

9.25.8.1. Any ICC employee whose job is discontinued by the General administrator of the ICC Board of Directors may be given pay-in-lieu-of-notice by the General Administrator or Board, according to the definition of such pay the Texas Workforce Commission and Texas employment law. The General administrator may exercise discretion in regard to the granting of such pay, as long as such pay does not exceed the limits of the General administrator's budget authority. The Board may grant such pay, at its sole option, in cases where the General administrator's authority limits would be exceeded.

9.25.8.2. Any long-term employee, including the General Administrator, may be granted severance pay by the Board of Directors when such employee leaves the ICC, 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.

9.25.8.3. 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 vacation leave that has been accrued with proper authorization for its accrual. Such accrued vacation leave will be paid at the employee's then current hourly rate.

9.25.8.4. Employees who resign or are terminated, for any reason, will not be paid for their accrued sick leave or for any comp time that has been accrued without proper authorization for its accrual, except as required by law.

9.25.8.5. ICC reserves the right to refuse payment for unused, accrued vacation leave and for accrued comp time, whether authorized or unauthorized, to any employee who has been fired or who has resigned without proper notice.

9.25.8.6. 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.

9.25.8.7. The General Administrator may authorize payment for unused accrued vacation leave and/or accrued, authorized comp time, at his or her discretion based on the circumstances surrounding the employee termination or resignation, so long as such payment does not cause the ICC to exceed its payroll budget at that time.

9.25.8.8. The General Administrator may withhold such payment, at his or her discretion, until a duly authorized meeting of the Board of Directors can be held.

9.25.8.9. The ICC Board of Directors may refuse payment for unused, accrued vacation leave or comp time for any and all employees in the event of a fiscal emergency as described in the ICC Staff Salary Scale policy. Such refusal of payment may not be in violation of the U.S. Fair Labor Standards Act or any other applicable employment law.

9.25.8.10. The ICC Board of Directors or General Administrator, as appropriate, may authorize payment for unused accrued sick leave and/or 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.