

**SCOTLANDVILLE
COMMUNITY DEVELOPMENT CORPORATION**



**POLICY AND PROCEDURE
MANUAL**

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MISSION STATEMENT

The mission of Scotlandville Community Development Corporation (SCDC) is to revitalize and improve the Scotlandville Community by being a catalyst in activities which combat economic, physical, and social deterioration. SCDC also assists in the development of projects, studies, and other activities in the Scotlandville Community.

Securing decent, safe, and sanitary housing and other facilities conducive to the progress and general welfare of the community. The SCDC works to promote and improve housing conditions through rehabilitation, construction, financing and/or sale of housing and through other initiatives for low and moderate income neighborhood residents.

SCDC's mission has three target areas: economic development, neighborhood enhancement, and commercial development.

HISTORY

Formed in 1994, Scotlandville Community Development Corporation (SCDC) is a non-profit community service corporation. Its Board of Directors is composed of unpaid concerned volunteers consisting of homeowners, renters, local business owners, representatives from social services, and major institutions from the community.

SCDC was formed to revitalize the Scotlandville Community. It is one of six non-profit corporations in Baton Rouge supported by the Local Initiatives Support Corporation (LISC), one of the nation's leading non-profit corporations that assist local people in rebuilding deteriorated neighborhoods across America.

The area boundaries of SCDC are as follows: North by Thomas Road, South by Airline Highway, East by Plank Road and West by the Mississippi River.

GOALS

Scotlandville Community Development Corporation has committed to the following goals:

- Develop and provide decent housing that is affordable to low and moderate income people;
- Increase the rate of homeownership in the community;
- Improve the quality of rental and owner-occupied housing stock;
- Establish education and literacy training;
- Create meaningful activities for at-risk youth;
- Reduce vandalism, drug dealing activities, and other crimes;
- Provide education and training to disadvantaged residents who seek to develop businesses which will improve their living conditions;
- Provide management, technical assistance, financial assistance to new or expanding businesses providing services needed in the target area and employing significant numbers of disadvantaged residents;
- Acquire, lease, own, or otherwise control any facilities, assets or entities, that are deemed necessary or useful in the reversal of community deterioration;
- Promote the target area as a strong community;
- To act in any fashion and engage in any activities and functions which will further the goals and purpose of SCDC.

BOARD OF DIRECTORS

DESCRIPTION

The Board is an active and responsible governing body, conducting regular meetings, and whose members have no material conflict of interest and serve without compensation. The Board of Directors shall manage the property and affairs of the Corporation. The Board of Directors is vested with all powers and authorities, except as may be expressly limited by applicable law to supervise, control, direct and manage the property, affairs and activities of the Corporation.

DUTIES

- Recommend policies, programs and action plans and work with Board members and committees in developing such activities in response to the most urgent needs of the communities served.
- Develop a strategic plan for Board approval. Report annually on achievements called for in the strategic plan as necessary.
- Advise the Board with respect to conditions within the SCDC community, or elsewhere that might affect the work and goals of SCDC.
- Recommend policy positions regarding legislation, government regulations and administrative policies which affect the ability of SCDC to achieve its goals.
- Ensure that Board approved policies and directives have been faithfully executed.
- Select and monitor accountants, attorneys and other consultants and contract service providers as may be necessary for the effective operation of the Corporation.
- Report periodically, orally and in writing, to the Membership, as well as to Corporation funders and other external organizations and institutions requiring such information, as to the status of various leadership development, community improvement and institutional change efforts.
- Acquire or lease land, buildings or other improvements; obtain the resources for the acquisition and development and sale, lease or other conveyance of such land buildings and/or other improvements.

OFFICERS

DESCRIPTION

The officers of Scotlandville Community Development Corporation consist of a president, vice president, secretary and treasurer, each of who shall be elected by the Board of Directors. Any other officers, assistant officers and agents may be elected or appointed by the Board of Directors if a need exist. All officers must be chosen from the members of the Board of Directors.

DUTIES/RESPONSIBILITIES

- **President** – the principal executive officer shall supervise and control all of the business and affairs of the corporation.
- **Vice President** – assist the President, and is responsible for planning the programs at all conferences, and shall replace the President in the event of the unavailability, or incapacity of the President.
- **Secretary** – keeps the minutes of the meetings, confirms and records the status of motions and votes in meetings, and is the custodian of the corporate records and of the seal if any, and shall keep a register of the post office address of each Member.
- **Treasurer** – has charge and custody of and is responsible to receive and give monies due and payable to the corporation. The treasurer shall deposit the monies in the name of the corporation, keep accurate account of all receipts and disbursements and assure that all funds, deeds, title papers and assets of the corporation are maintained as directed by the Board of Directors, and shall supervise the recruitment, selection and work of any accountant or financial consultant that may assist the corporation.

TERMS OF OFFICE

Board Members

The first Board of Directors shall serve two (2) consecutive years after the establishment of the Corporation or the completion of the first project. After this time the Directors shall be elected annually by the members at the Annual Meeting of the Corporation and serve no more than two (2) consecutive terms.

Officers

The Board of Directors at its Annual Meeting shall elect officers annually. One member may simultaneously hold the office of secretary and treasurer, but otherwise no one may hold more than one office at a time. All officers shall hold office until the following Annual Meeting of the Board of Directors, and thereafter until the successor has been elected and qualified, or until the earlier of his/her resignation, removal from office or death.

COMMITTEES

DEFINITION

A group of board members who organize to perform specific tasks in order to meet the overall goals and objectives of the organization.

DUTIES/RESPONSIBILITIES

SITE/LEGAL

- Identify target areas
- Contact owners
- Research property tax and lien status
- Draw up purchase agreement
- Purchase the property

DESIGN

- Decide the design guideline
- Select an architect
- Interview the architect
- Hire the architect
- Develop contractor selection process
- Solicit request for bids from contractor
- Hire a general contractor

FINANCE

- Conduct a feasibility analysis
- Contact lender
- Refine development budget
- Assemble financing structure
- Develop procedure for financing commitment and availability

MARKETING

- Outline process for distributing and collecting application
- Evaluate applications
- Provide home buying training
- Continue contact with qualified buyers

RETAIL

MEMBERSHIP

CONTRACTS/LEGAL

MEMBERSHIP GUIDELINES

Admission is restricted to:

- Persons over 18 years of age whose permanent resident is within the boundaries of the SCDC.
- Business owners who own or operate a business within the boundaries of the SCDC.
- Religious, civic, health care, educational or community organizations that own property or provide services within the SCDC boundaries.

Manner of Admission

Any resident, business or institution that is eligible must complete an application that will be considered by the Board of Directors.

Number of Members

The number of members is unlimited.

Other Members

The Board of Directors may establish other types of membership by a vote of at least 2/3 of those voting.

Resignation and Termination

A member may resign by filing a written resignation with the Secretary of the Corporation.

Voting Rights

Each member is entitled to one vote, unless otherwise stated in the by-laws.

Dues

Annual dues may be established and assessed by a vote of the majority of the Members.

STAFF

The **Executive Director/Project Manager** is appointed by the Board of Directors and is responsible to the Board for carrying out the policies and programs approved by the Board. The Executive Director/ Project Manager's overall responsibilities include, but are not limited to the following:

- Planning, organizing and leading the work of SCDC in accordance with the directions of the Board of Directors.
- Preparing and presenting programs and action plans for approval by the Board, and faithfully executing those programs and plans that have been approved.
- Preparing and presenting an annual operating budget and overseeing the administration of approved budgets.
- Handling relationships with community and governmental officials so as to gain support for SCDC programs and action plans.
- Identifying and attracting financial resources to support the work of the SCDC.
- Providing counsel and support to neighborhood improvement organizations within the SCDC communities with regard to activities undertaken at the neighborhood level.
- To manage or oversee the managing of SCDC properties.
- Other duties as assigned.

SCDC Staff Activities

- Establish and maintain effective organizational structure and procedure. Delegate responsibilities and authority to the degree possible, consistent with qualifications of staff.
- Undertake personnel actions such as recruiting, employment, promotion, transfer, compensation and employment termination of staff in accordance with Board Policy.
- Establish performance standards for all employees of SCDC and take steps to ensure these standards are met. Personally evaluate the performance of managers, including the conduct of a written performance review, which is prepared by the employee's immediate supervisor.
- Arrange opportunities for training and development for all employees of SCDC to assist them in meeting performance standards and to qualify for advancement.
- Submit major administrative and personnel policy recommendation to the Board's Personnel Committee for approval.
- Develop an annual operating budget (and a capital budget, when necessary) for approval by the Board's Finance Committee and by the Board of Directors. Administer approved budgets. Authorize expenditures with approved budgets. Personally handle payroll matters. Report regularly to the Finance Committee with regard to budget variations.
- Develop fund raising information and ideas for presentation to the Board's Fund Raising Committee. Identify and develop financial resources for SCDC.
- Follow up, when necessary with sources of funds owed to SCDC.

STAFF (cont.)

- In collaboration with the Housing Services Specialist, identify and recommend contractors to use for construction and rehabilitation of housing.
- Manage SCDC services to homeowners such as the Weatherization Program, Rehab Program and the Paint Program.
- Follow directions of the Board's Development Committee to ensure that By-Laws requirements are met with respect to the conduct of elections within participating neighborhood organizations.

PERSONNEL POLICIES

(Scotlandville Community Development Corporation Board of Directors)

I. General Policies

A. Statement of Non-Discrimination

The Scotlandville Community Development Corporation, (hereinafter called "SCDC") will not discriminate in the recruitment, selection, or advancement of employees on the basis of race, sex, color, national origin, creed, age, religion, marital status, physical handicap, political affiliation, sexual preference, or any other basis prohibited by law.

B. Unlawful Harassment Policy

SCDC prohibits sexual harassment of its employees by Board members, employees, volunteers and grantees. All employees should expect to work in an atmosphere free of unwanted sexual overtures or any unwelcome behavior, which is personally offensive, which debilitates morale, or which otherwise, interferes with working effectiveness.

SCDC will not tolerate situations wherein an employee is made to feel that submission to such advances is a term or condition of employment or where reaction to such treatment is used as a basis for decisions affecting the individual's employment. Offensive comments, innuendoes, jokes, and sexually oriented kidding are regarded as forms of sexual harassment.

All complaints of harassment will be handled immediately by the Executive Board under provisions of Section VIII of these policies.

C. Conflict of Interest Provision

No employee or Board Member may benefit, directly or indirectly, from the affairs of SCDC. No employee or Board Member's immediate family may be employed by SCDC. Employees and Board members and their immediate families will avoid any situation that may create or seem to create a conflict of personal interests and the interest of SCDC.

Employment may not be offered as a consideration or reward for the support or defeat of any political party or candidate for public office, nor may any person, as an employee engage in partisan political activity.

II. Hiring Practices

A. Executive Director (when authorized by Board of Directors)

The Executive Director is hired by the Board of Directors, according to procedures set by the Board. The resignation of the Executive Director may be discharged without notice during his/her training period by the Board. The Executive Director may be discharged with two weeks' notice during his/her tenure with SCDC for any reason considered detrimental to the efficient and effective operation of SCDC. The Board must document that the Executive Director has been counseled and that reasonable remedial alternatives have been attempted.

B. Other Staff

The Executive Director has the task of putting together the most competent staff he/she finds. A new Executive Director will make every effort to retain any existing staff persons rather than replace all staff.

Only the Executive Board is authorized to hire office staff; there are no exceptions to this. As a general rule, the Executive Director will place an ad in major publications in the area to ensure every opportunity is provided to hire a qualified candidate to conform to affirmative action.

Every new staff member will serve a training period of 90 days before he/she will be considered permanent staff. During this period, the employee has an opportunity to demonstrate appropriate skills and work behaviors for the position for which he or she was employed. Employment may be terminated without notice during this training period.

III. Work Schedule

A. Work Hours

The required workweek is 40 hours. Regular work hours are herein defined as 8:00 a.m. to 5:00 p.m., with one-hour lunchtime allowed. These hours apply to full-time personnel employed by SCDC.

Part-time employees (defined herein as any employee working less than 40 hours per week) will arrive and depart from work at their assigned times, such time being assigned by the Executive Director. An *Employee Agreement Form* outlining such agreement is to be kept in that employee's file at all times.

B. Flex-Time

The Executive Director is authorized to allow flex-time schedules for full-time employees when, in the judgment of the Executive Director, such arrangement provides better coverage of the Office and all work assignments of the SCDC staff. If

flextime is scheduled for an employee or for employees, a full 40-hour week must be included in that flextime schedule.

C. Compensatory Time/Overtime

No overtime pay will be permitted. All full-time employees are required to 40 hours per week. There are no exceptions to this requirement. **Exempt employees** are those whose work is at least 80 percent executive, administrative, or professional. In accordance with the Fair Labor Standards Acts, such individuals are not required to be paid overtime for working beyond 40 hours in a given week.

IV. Compensation

A. Pay Cycles

Time sheets must be turned in and approved by the Treasurer as authorized to issue check. Paychecks shall be issued on the 15th and the last day of each month. If these dates fall on a Saturday, Sunday or holiday, paychecks shall be issued on the weekday before.

B. Advances on Salary

Salary advances are not permitted unless authorized by the Executive Committee of the Board.

C. Pay Increases

Pay increases are recommended by the Executive Committee to the Board of Directors and authorized by SCDC, based on performance evaluations. Normally, no pay increases will be given until an employee has been on staff for one year.

D. Employee Evaluation

The Executive Committee shall maintain a file on each employee. The Executive Committee shall evaluate each employee annually on a form designed for that purpose. This evaluation shall be both written and oral. The written evaluation shall be filed in the employee's file.

The Executive Committee shall suggest areas of improvement to all employees, as well as noting those areas of excellence. The Executive Committee shall make every effort to provide guidance and opportunity for improvement to any employee.

E. Promotions

When a position is open, the SCDC Board may, at its own discretion, hire a totally new person or promote a person from within.

paycheck. If the terminating employee has taken less than the amount earned, the difference will be included in the last paycheck.

A. Paid Holidays

Only regular salaried staff will be paid for scheduled holidays. A holiday that falls on a Saturday shall be observed on the preceding Friday. A holiday that falls on a Sunday shall be observed on the following Monday. The following are scheduled holidays:

New Year's Day
MLK Birthday
Mardi Gras
Good Friday
Memorial Day

Independence Day
Labor Day
Thanksgiving Day
Day After Thanksgiving
Christmas Day

B. Sick Leave (approved when called into the President)

C. Personal Leave (approved when called into the President)

D. Funeral Leave (approved when called into the President)

VI. Work Guidelines

A. Appearance

Each staff person shall dress neatly and in a businesslike fashion. Common sense should rule here, and problems will be handled on an individual case basis (ICB).

B. Attendance

Regular attendance on your scheduled workdays is essential to performing your job in a satisfactory manner and to the efficient operating of the facility. Excessive absenteeism and tardiness present a hardship to all employees. It is your responsibility to keep yourself physically and mentally fit for work and to provide yourself a reliable means of transportation to and from work. When it becomes necessary for you to miss work, arrive late, or leave early, it is your responsibility to provide your supervisor with as much advance notification as possible.

C. Job Abandonment

In addition, if your absence extends beyond one day, it is your responsibility to keep your supervisor informed on a daily basis or as instructed. In order to return to work, after an employee is absent three or more days a doctor's excuse must be provided. If

an employee is absent three (3) consecutive days without notification to the Executive Director, the position will be determined to be abandoned.

E. Drug-Free Workplace

SCDC adheres to the requirements of the Drug-Free Workplace Act of 1988. Use of alcohol, illegal drugs or any controlled substance is inappropriate behavior that subjects co-workers, grantees, visitors and others unacceptable safety risks and undermines SCDC operating effectiveness.

Reporting to work, or working under the influence of a controlled substance (except with a physician's prescription) is prohibited. This prohibition extends to SCDC premises and to all other sites where an employee is engaged in SCDC business.

SCDC prohibits the criminal use, manufacture, distribution, dispensation, possession, or sale of a controlled substance on any SCDC affiliated worksite. Such conduct is also prohibited outside scheduled working hours to the extent SCDC regards it as impairing the employee's ability to perform on the job or as threatening the reputation of SCDC.

Individuals who violate any aspect of this policy will be subject to disciplinary action, up to and including termination. SCDC may also require that an employee successfully complete a substance abuse or rehabilitation program as a condition of further employment.

F. Smoking

To provide a safe and comfortable working environment, smoking is not permitted inside the building (only in designated areas). Employees who smoke in areas designated as non-smoking areas will be subject to disciplinary action.

G. Use of Office Facilities

Receiving and making personal calls during working hours is discouraged and should be limited to those that are absolutely necessary.

Employees should not use office supplies, paper, envelopes, equipment, etc., for their own personal uses.

VII. Expense Reimbursement

A. Travel Expenses (when authorized by Executive Board)

B. Other Expenses (when authorized you will be reimbursed)

VIII. Counseling and Grievances

The Designated Supervisor or SCDC President is responsible for counseling staff. Problems within the Office should be handled informally, on a one-to-one basis between the employee and the President whenever possible.

IX. Dismissal Practices

A. Resignation of Key Staff

The resignation of the Key Staff is to be submitted to and considered by the President of the Board and the Chairperson of the Personnel Committee. The Key Staff is expected to give no less than four weeks notice of intent to resign.

B. Resignation of General Office Staff

Staff are asked to give as much as possible when they must vacate a position. Staff is expected to give no less than two weeks written notice to the Executive Director.

C. Termination

An employee's employment with SCDC is not for any state period of time. The employment relationship between employee and SCDC is by mutual consent and may be terminated by either the employee or SCDC at any time and for any reason Beginning with your first day of employment. Continued employment depends upon your performance as assessed by the Executive Committee. The following may be reasons for immediate dismissal, but are not exclusive:

Insubordination, Misuse or theft of SCDC funds, Unprofessional behavior, Collusion of any kind with persons or companies performing contract work for or providing services to SCDC, Continued proof of inability to interact with the general public, and Excessive tardiness or absenteeism. A combination of five (5) tardies and/or absences within a 60-day period shall be considered excessive.

Termination Pay

Upon either voluntary termination by employee or termination of the employee by SCDC, the employee shall be paid all salary or wages due (including any credit for unused vacation time) on the effective date of termination; this payment shall be available to the employee not later than the next regular payday following termination.

Pay to be given to a terminated employee, if any, shall be determined by the Treasurer and will be subject to review by the Executive Committee and the SCDC Board.

D. Unemployment Benefits

In cases where an employee has been terminated for cause, SCDC will contest the payment of unemployment benefits.