



Main Office
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Date: September 15, 2022

MEMORANDUM

TO: Members of the Board of Directors
FROM: Shirley Hart, Board Chair
SUBJECT: Meeting Scheduled for September 28, 2022

A meeting of the Board of Directors of Southeastern Community Action Partnership, Inc. has been scheduled for Wednesday, September 28, 2022. We will have a working lunch board meeting immediately following the Board Governance Training beginning at 12:00 p.m. The location is the Holiday Inn Resort, Wrightsville Beach, 1706 N. Lumina Drive.

A copy of the agenda and other meeting materials are attached.

Should you have any questions or if you are unable to attend, contact Cynthia Foskey at 910/277-3521 or Shirley Hart, Board Chairperson, at 910/273-6137.


Shirley Hart, Board Chair

Attachments

Agenda	Page 2
Head Start/Early HS Enrollment	Page 3-6
Disabilities Services Summary Report – August 2022	Page 7-9
Minutes – June 07, 2022	Page 10-11
Administrative Policies and Procedures with revisions	Page 12-94
Statement of Financial Position	Page 95-96
Credit Card Expenditures – July & August 2022	Page 97
Community Services Block Grant Handbook Policies	Page 98
SCAP Satisfaction Survey	Page 99-113
Request to open HCV Section 8 Program Waiting List	Page 114-116
2022-23 Working Board of Directors Committees	Page 117-118

1. Call to Order
2. Invocation
3. Mission Statement Recital: “To improve and empower the lives of the people we serve.”
4. Membership Roll Call
5. Excused Absences Request*
6. Approval of Consent Agenda Items*
 - a. End of Month Head Start/Early Hs Enrollment
 - b. Disabilities Services Summary Report – August 2022
7. Approval of Agenda – September 28, 2022*
8. Approval of Minutes – June 07, 2022*
9. Administrative Policies and Procedures – Tamara Monroe, Chief Operating Officer*
10. Statement of Financial Position – Liying Reeder, Chief Financial Officer*
 - a. Statement of Expense
 - b. Project Financial Report
 - c. Credit Card Report – July and August 2022
11. Community Services Block Grant Program – Kathleen Lowe-Jacobs, Program Director
 - a. CSBG policy handbook (information purposes only)
 - b. Copy of Southeastern Community Action Partnership Satisfaction Survey*
12. Hud Section 8 Program – Tiffany Anthony, Program Director
 - a. Request to open HCV Section 8 Program Waiting List *
13. 2022- 2023 Working Board of Directors Committees – Shirley Hart, Board Chairperson*
14. Next meeting date – November 8, 2022, location to TBD
15. Adjourn

*Needs Board Acceptance

*Needs Board Approval

SCAP, Inc.

2005 - Management Report - End of Month Enrollment

Program Term: Head Start I - 2022-2023 Base Grant, Replacement In Same Program, Replacement In Same Program
Term, Reporting Date: 8/31/2022

SCAP, Inc.

	Total	Actual Enrollment	Vacancies	Days Vacant (Avg)
Elizabethtown Head Start Center				
Head Start Totals:	15	15	0	0 (Avg)
Hoke Head Start Center				
Head Start Totals:	59	59	0	0 (Avg)
Longwood Head Start Center				
Head Start Totals:	47	47	0	0 (Avg)
Mt. Olive Head Start Center				
Head Start Totals:	39	39	0	0 (Avg)
Pembroke Head Start Center				
Head Start Totals:	38	38	0	0 (Avg)
Piney Grove Head Start				
Head Start Totals:	66	66	0	0 (Avg)
Red Springs Head Start Center				
Head Start Totals:	47	47	0	0 (Avg)
Rennert Head Start Center				
Head Start Totals:	26	26	0	0 (Avg)
South Robeson Head Start				
Head Start Totals:	79	79	0	0 (Avg)
SCAP, Inc. Totals:	416	416	0	0 (Avg)

This report shows children/pregnant mothers who were either enrolled on the Reporting Date or were terminated and not replaced within 30 days prior to the Reporting Date.
Report Format Copyright © Management Information Technology USA, Inc.

SCAP, Inc.

2005 - Management Report - End of Month Enrollment

Program Term: Early Head Start 2022 -2023 Base, Replacement In Same Program, Replacement In Same Program Term,
Reporting Date: 8/31/2022

SCAP, Inc.

	Total	Actual Enrollment	Vacancies	Days Vacant (Avg)
Elizabethtown Head Start Center				
Early Head Start Totals:	5	5	0	0 (Avg)
Mt. Olive Head Start Center				
Early Head Start Totals:	7	7	0	0 (Avg)
Red Springs Head Start Center				
Early Head Start Totals:	6	6	0	0 (Avg)
South Robeson Head Start				
Early Head Start Totals:	13	13	0	0 (Avg)
SCAP, Inc. Totals:	31	31	0	0 (Avg)

This report shows children/pregnant mothers who were either enrolled on the Reporting Date or were terminated and not replaced within 30 days prior to the Reporting Date
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SCAP, Inc.

2005 - Management Report - End of Month Enrollment

Program Term: Head Start II - 2022-2023 Rob Grant, Replacement In Same Program, Replacement In Same Program
Term, Reporting Date: 8/31/2022

SCAP, Inc.

	Total	Actual Enrollment	Vacancies	Days Vacant (Avg)
Allenton Head Start Center				
Head Start Totals:	25	25	0	0 (Avg)
Greengrove Head Start Center				
Head Start Totals:	26	26	0	0 (Avg)
SCAP, Inc. Totals:	51	51	0	0 (Avg)

This report shows children/pregnant mothers who were either enrolled on the Reporting Date or were terminated and not replaced within 30 days prior to the Reporting Date.
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SCAP, Inc.

2005 - Management Report - End of Month Enrollment

Program Term: Early Head Start 2022 -2023 Rob, Replacement In Same Program, Replacement In Same Program Term,
Reporting Date: 8/31/2022

SCAP, Inc.

	Total	Actual Enrollment	Vacancies	Days Vacant (Avg)
Allenton Head Start Center				
Early Head Start Totals:	10	10	0	0 (Avg)
Greengrove Head Start Center				
Early Head Start Totals:	9	9	0	0 (Avg)
SCAP, Inc. Totals:	19	19	0	0 (Avg)

This report shows children/pregnant mothers who were either enrolled on the Reporting Date or were terminated and not replaced within 30 days prior to the Reporting Date.
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SOUTHEASTERN COMMUNITY ACTION PARTNERSHIP, INC.
HEAD START / EARLY HEAD START PROGRAM

DISABILITIES SERVICES SUMMARY REPORT

Date: August 2022Staff Completing Report: Alana Norris

1 IDEA Eligibility Determination		Head Start I Base Grant	Early Head Start I Base Grant	Head Start II Robeson Grant	Early Head Start II Robeson Grant	Agency TOTAL
The total number of children referred for an evaluation to determine eligibility under the Individuals with Disabilities Education Act (IDEA).		29	2	19	4	54
A	Of these children, the number who received an evaluation to determine IDEA eligibility.	24	1	18	3	46
1	Of the children that received an evaluation, the number that were diagnosed with a disability under IDEA (Has IEP or IFSP).	10	1	4	3	18
2	Of the children that received an evaluation, the number that were not diagnosed with a disability under IDEA (Does Not Have IEP or IFSP).	14	0	2	0	16
a	Of these children, the number for which the program is still providing or facilitating individualized services and supports such as an individualized learning plan, services through the child's health insurance, supports described under Section 504 of the Rehabilitation Act, RTI (Response to Intervention), MTSS (Multi-Tiered System of Support).	11	0	2	0	13
i	Of these children, the number of supports through child's health insurance.	11	0	2	0	13
ii	Of these children, the number of supports by individualized learning plan.					
B	Of the children that were referred, the number who did not receive an evaluation to determine IDEA eligibility.	5	1	1	1	8
Specify the primary reason that the children referred for an evaluation to determine IDEA eligibility did not receive it:						
1	The responsible agency assigned child to RTI (Response to Intervention) or MTSS (Multi-Tiered System of Support). {These children are receiving services through health insurance.}					
2	Parent/guardian refused evaluation.	5		1		6
3	Evaluation is pending but had not been completed by responsible party.				1	1
4	Other (Specify):	Child Dropped				
		Have not signed Permission to Evaluate for the LEA or CDSA	1			1
a	Of these children, the number of supports by individualized learning plan.					

2 Infant and Toddler Part C Early Intervention Services		Head Start I Base Grant Current	Head Start I Base Grant Year to Date	Early Head Start I Base Grant Current	Early Head Start I Base Grant Year to Date	Head Start II Robeson Grant Current	Head Start II Robeson Grant Year to Date	Early Head Start II Robeson Grant Current	Early Head Start II Robeson Grant Year to Date	Agency TOTAL Current	Agency TOTAL Year to Date
The total number of children enrolled in the program who had an Individualized Family Service Plan (IFSP), at any time during the program year, indicating that they were determined eligible by the Part C Agency to receive early intervention services under the IDEA.				1	1			3	3	4	4
A	Of these, the number who were determined eligible to receive early intervention services.			1	1			3	3	4	4
	1 Prior to this program year.			1	1			3	3	4	4
	2 During this program year.			0	0			0	0	0	0
B	The number who have not received early intervention services under IDEA.			0	0			0	0	0	0

3 Preschool Disabilities Services		Head Start I Base Grant Current	Head Start I Base Grant Year to Date	Early Head Start I Base Grant Current	Early Head Start I Base Grant Year to Date	Head Start II Robeson Grant Current	Head Start II Robeson Grant Year to Date	Early Head Start II Robeson Grant Current	Early Head Start II Robeson Grant Year to Date	Agency TOTAL Current	Agency TOTAL Year to Date
The total number of children enrolled in the program who had an Individualized Education Program (IEP), at any time during the program year, indicating that they were determined eligible by the LEA to receive special education and related services under the IDEA.		10	10			4	4			14	14
A	Of these, the number who were determined eligible to receive special education and related services.	10	10			4	4			14	14
	1 Prior to this program year.	10	10			4	4			14	14
	2 During this program year.	0	0			0	0			0	0
B	The number who have not received special education and related services.	0	0			0	0			0	0

4 Preschool Primary Diagnosed Disabilities		Head Start I Base Grant Current	Head Start I Base Grant Year to Date	Early Head Start I Base Grant Current	Early Head Start I Base Grant Year to Date	Head Start II Robeson Grant Current	Head Start II Robeson Grant Year to Date	Early Head Start II Robeson Grant Current	Early Head Start II Robeson Grant Year to Date	Agency TOTAL Current	Agency TOTAL Year to Date
Report the total number of children with an Individualized Education Program (IEP), whose primary or most significant disability was determined by a multidisciplinary team to be one of the disabilities categorized and defined in regulations for the IDEA (Individuals with Disabilities Education Act).		10	10			4	4			14	14
A	Speech / Language Impairment	7	7			4	4			11	11
B	Developmental Delay	2	2							2	2
C	Hearing Impairment	1	1							1	1
D	Visual Impairment										
E	Orthopedic Impairment										
F	Autism										
G	Multiple Disabilities										

5 Screenings		Head Start I Base Grant	Early Head Start I Base Grant	Head Start II Robeson Grant	Early Head Start II Robeson Grant	Agency TOTAL
A	Total number of children who completed required screenings for Speech/Language (PLS-5).	165	5	47	4	221
B	Total number of children who completed required screenings for Developmental (Brigance III).	192	3	50	5	250
C	Total number of children who completed required screenings for Social-Emotional (ASQ-2:SE).	195	7	47	8	257
D	Total number of children identified as needing follow-up assessment or formal evaluation.	62	0	10	2	74

		Head Start I Base Grant		Early Head Start I Base Grant		Head Start II Robeson Grant		Early Head Start II Robeson Grant		Agency TOTAL	
6	Total Number of Trainings Provided by Program Specialist – Disabilities / Mental Health:	1	1	1	1	1	1	1	1	4	4
7	Total Number of Visits by Program Specialist – Disabilities / Mental Health:	1	1	1	1	0	0	0	0	2	2
8	Total Number of Technical Assistance provided by Program Specialist – Disabilities / Mental Health:	1	1	1	1	0	0	0	0	2	2



June 7, 2022
Board of Directors Meeting Minutes
6:00 p.m.

The Southeastern Community Action Partnership Board of Directors meeting was held on June 7, 2022, at Robeson Community College in Lumberton, NC. Arthur Bullock, Board Chairperson, called the meeting to order. Victor Singletary gave the invocation, and dinner was served.

Attendance: the following members were in attendance, establishing a quorum:

<u>Bladen</u>	<u>Brunswick</u>	<u>Columbus</u>	<u>Hoke</u>
Arthur Bullock	William Ballard	Barbara Featherson	Shirley Hart
Keith Graham	Carl Parker	Dorene Evans	Larry McLean
Victor Singletary	Valore Hatten		

<u>Pender</u>	<u>Robeson</u>	<u>Scotland</u>
Loretta Schmitzer	Sandy Mallory	Tony Spaulding
		Tim Ivey

The following members called requesting to be excused from the meeting: Melissa Oxendine, Carolyn Crocker, Jordyn McCormick, and John Alford. William Ballard offered a motion to approve the members' request to be absent, seconded by Shirley Hart. Motion approved.

Seating of New Board Members:

Dorene Evans – Columbus County Private Sector
Rodney Hester – Bladen County – Elected Official
Gwendolyn Gardner – Robeson County – Consumer
Phoebe Chavis-Harris – Robeson County – Private
William Locklear – Robeson County – Elected Official
Pamela Young-Jacobs – Columbus County – Consumer
Lori Kirkpatrick – Pender County - Consumer
Shirley Hart offered a motion to approve the seating of the new board members, seconded by William Ballard.
Tim Ivey, an Elected official of Scotland County Commissioner, was welcomed to his first meeting.

Consent Agenda Items:

- a. Head Start Average Daily Attendance
- b. Early Childhood Dev. & Health Summary March 31, 2022
- c. Family Partnerships Monthly Report – March 2022
- d. Fatherhood Engagement Monthly Report – March 2022
- e. Mentor Coaching – March 2022

William Ballard offered a motion to approve the Consent Agenda, seconded by Shirley Hart. Motion approved.

June 7, 2022, Agenda: Dorene Evans offered a motion to approve the agenda as presented, seconded by Barbara Featherson. Motion approved.

Minutes: May 03, 2022

Dorene Evans offered a motion to approve the minutes with one correction. The date for the called board meeting was June 7th, not the 27th, seconded by Keith Graham. Motion approved.

Statement of Financial Position – Liying Reeder, Chief Financial Officer

The Indirect Cost 2022 – 2023 Budget was presented to the Board for approval; this budget covers administration, the HR Department, and Finance Department. The operational budget has not changed from last year; one additional position for office assistance has been added to this budget; this position may be part or full-time. The decision has not been made yet. The total allocation for the Indirect Cost budget for the fiscal year 2023 is \$1,336,690.00.

Carl Parker offered a motion to approve the 2022 -2023 Indirect Cost Budget, seconded by William Ballard. Motion approved

The total asset for April 30, 2022, is \$7,879,157.41. The Revenue and Expenditure Report for all programs for April 30, 2022, was presented. Credit Card Expenditures for April 2022 were submitted; total expenditures by all programs were \$22,510.45.

Dorene Evans motioned to accept the Statement of Financial Position report, seconded by Tony Spaulding. Motion accepted.

Chief Executive Officer – Dr. Ericka J. Whitaker

Dr. Whitaker informed the Board that the agency was planning a board summit in September 2022, which will include board governance training.

Presentation of volunteer service awards to Board members rotating off the board by Dr. Whitaker and Mr. Bullock.

Tentative Board of Directors meeting dates: subject to change

- a. September 13, 2022
- b. November 8, 2022
- c. January 10, 2023
- d. March 7, 2023
- e. May 2, 2023
- f. June 6, 2023

William Ballard offered a motion to approve the tentative meeting dates for the 2022 -23 program year, seconded by Shirley Hart. Motion approved.

Dr. Whitaker informed the Executive and Personnel Committee that a called meeting will take place in the next week or two and that all current members will continue to serve until June 30, 2022.

Closing remarks by Arthur Bullock and other members of the board.

Adjournment: Dorene Evans offered a motion to adjourn at 6:57 p.m. motion was unanimously approved.

Submitted by:

Cynthia Foskey, Executive Administrator

Southeastern
Community Action
Partnership
Administrative Policies
and Procedures



Amended [September 2021](#) [May 2022](#) [September 2022](#)



Table of Contents

	Page Number
<u>Statement of Purpose</u>	3
<u>Mission Statement</u>	3
<u>Authority</u>	4
<u>Responsibility</u>	5
<u>Board and Staff Relationships</u>	5
<u>Line and Staff Relationships</u>	5
<u>Employment Policy</u>	6
<u>Drug Free Workplace Policy</u>	10
<u>Job Descriptions</u>	12
<u>Types of Appointments</u>	13
<u>Promotion Policy</u>	14
<u>Reclassification</u>	15
<u>Recruitment</u>	16
<u>Selection Procedure</u>	17
<u>Compensation</u>	20
<u>Incentive Pay</u>	21
<u>Bonus Pay</u>	22
<u>Insurance and Related Benefits</u>	22
<u>Leave</u>	23
<u>Orientation</u>	29
<u>Training</u>	30
<u>Dress Code</u>	31
<u>Payroll Procedure</u>	31
<u>Personnel Records</u>	32
<u>Retirement Policy</u>	33
<u>Travel Policy</u>	34
<u>Rental Car Policy</u>	39
<u>Use of Agency-Owned Equipment</u>	41
<u>Work Schedules</u>	41
<u>Whistleblower/Complaint Resolution Policy</u>	42
<u>Health and Safety</u>	43
<u>Performance Evaluation System</u>	44
<u>Complaint Procedure</u>	45
<u>Disciplinary Action</u>	46
<u>Reduction-In-Force (RIF)</u>	48
<u>Termination Policy</u>	51
<u>Hearing and Resolving Community Complaints</u>	57
<u>Impasse Procedure</u>	58
<u>Improvement and Case for Termination Procedure</u>	60
<u>Procurement Procedure</u>	63
<u>Smoke-Free Workplace Policy</u>	68
<u>American's With Disabilities Act of 1990</u>	68

Return to Work Policy	69
Vehicle Insurance Requirements	69
Motor Vehicle Record Checks and Guidelines	69
Employee and Board Member Request for Service	70
Vendors for Rental Cars/Summary	70
Social Media Policy	71

STATEMENT OF PURPOSE

The purpose of the Administrative Policies and Procedures is to provide standards for Southeastern Community Action Partnership operation and to establish standards governing employment, employee conduct, salaries, salary increases, travel and per diem allowances, and other employee benefits for Southeastern Community Action Partnership personnel and thereby:

1. Assure that only persons capable of discharging their duties with competence and integrity are employed;
2. Make certain that employees are treated with impartiality and in a way calculated to improve Southeastern Community Action Partnership performance and effectiveness;
3. Guard against personal or financial conflicts of interest;
4. Preclude employees from participating in any form of picketing, protest, or other direct action which is in violation of law;
5. Prohibit use of position or authority for partisan or non-partisan political process;
6. Bar personal or family favoritism, and prevent bias of a political, racial or religious nature;
7. Provide adequate processes to ensure the proper and productive use of public funds;
8. Assure staff accountability in matters governed by law, regulations, or Southeastern Community Action Partnership policy;
9. Effect compliance with the laws of the United States and of the State of North Carolina

to the end that Southeastern Community Action Partnership may carry out its programs efficiently and, in a manner, consistent with its mission.

MISSION STATEMENT

It is the mission of Southeastern Community Action Partnership to improve and empower the lives of the people we serve. Southeastern Community Action Partnership will help low-income individuals in our service area determine problems and needs in their communities. Southeastern Community Action Partnership then designs, implements and operates programs that will help this population have access to skills and opportunities necessary to become self-sufficient. To accomplish the mission, we help people help themselves by providing services which enable them to develop marketable skills, reduce barriers to employment, acquire living skills, improve living conditions, and improve the quality of life.

A. Authority

The Board of Directors functions primarily as a policy-making body and are the ultimate source of authority within Southeastern Community Action Partnership. It is autonomous and bound only by its charter, bylaws, and contractual obligations. This governing body is legally and fiscally responsible for administering all program grants. Among its responsibilities are:

1. Identifying the needs of the community
2. Establishing long and short-range goals
3. Formulating strategic plans
4. Approving overall program plans and priorities
5. Approving requests for grants to operate programs
6. Assuring compliance with grant conditions

Both the Board and its individual members refrain from direct participation in operational functions. No individual Board member has any authority over the Agency, its programs or its employees. Likewise, committees of the Board have no part in the internal management of Southeastern Community Action Partnership. The role of such committees is to serve in an advisory capacity to the Board of Directors.

In researching decisions on policy or any other matter the Board always acts collectively rather than on an individual basis. Actions are considered official only when approved by a majority of those in attendance at an official session. A quorum is established when at least 50 percent of the non-vacant seats on the Board are in attendance.

Official policies and decisions of the Board are made known through published documents—Minutes, Resolutions, Contracts, Bylaws, and Administrative Policies and Procedures. A copy of each of these documents is forwarded to the secretary and remains in their custody. Also a copy of each document is kept in the Southeastern Community Action Partnership files.

The Board of Directors reserves the right to designate overall policy. Within the framework of such policy the Chief Executive Officer is given the power to act. Except of their own position, the Chief Executive Officer shall have the authority to appoint, promote, transfer, demote, suspend or separate personnel, subject to the approval of the Board of Directors in the case of administrative positions and to the Head Start Policy Council in the case of Head Start positions.

In short, the Board delegates authority to the Chief Executive Officer who serves as its agent in implementing and enforcing policy. **Official communication with staff is through the Chief Executive Officer.**

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B. Responsibility

The Board of Directors is responsible for the selection of the Chief Executive Officer, who is the principal staff officer and serves at the Board's discretion. The Board shall also approve appointments to the position of Chief Operating Officer~~Deputy Director~~, Chief Financial Officer and Head Start Director upon the recommendation of the Chief Executive Officer.

It shall be the responsibility of the Chief Executive Officer to administer the provisions of the Administrative Policies and Procedures as approved by the Board of Directors of Southeastern Community Action Partnership. It shall also be the CEO's responsibilities to interpret and communicate all actions of the Board in a manner such as to best reflect the collective wishes of the Board.

Certain responsibilities may be delegated by the Chief Executive Officer as the CEO deems appropriate.

C. Board and Staff Relationships

Board members share in a joint and collective authority which exists and can only be exercised when the group is in session. **The Board of Directors has delegated to the Chief Executive Officer the responsibility for policy interpretation to staff and the overall day-to-day operations of the agency. The management of staff is the responsibility of the Chief Executive Officer.**

Staff persons who fail to follow the procedure and elect to discuss or take the matter directly to a member of the Board shall be subject to disciplinary action, up to and including termination. Board members have authority only when acting as a body. The Board will not be bound in any way by any statement or action by any individual Board member except when such statement of action is in pursuance of an adopted Board

resolution or special instructions by the Board or under specified delegation of responsibility. Board member requests for information shall be directed to the Board Chairperson.

Members of the Board of Directors and its officers are prohibited from requesting personal assistance from the management and staff of Southeastern Community Action Partnership. Personal assistance requests that are prohibited include, but are not limited to, typing of personal documents, copying of personal items, preparation of tax returns, and other secretarial tasks.

D. Line and Staff Relationships

An employee who has been assigned the authority to supervise subordinates and issue direct orders is said to be working in a line position. Authority to determine the need, time and place for action and to enforce rules or recommendations may be delegated to employees in line positions.

The employee, whose job consists solely of administrative duties (analysis, fact-finding, development or writing) with no authority to issue direct orders, is said to be working in a staff position. This is an advisory role; they can advise and persuade but cannot enforce recommendations.

In many cases a position combines both line and staff responsibilities. Also, whole sections or departments of Southeastern Community Action Partnership may be classified as line or staff according to the function they perform.

The relationship between line and staff functions will be delineated through organization charts which will be issued periodically by the Chief Executive Officer.

E. Employment Policy

Southeastern Community Action Partnership will endeavor to employ qualified and responsible personnel of good character and reputation, who are committed to Southeastern Action Partnership's mission and goals.

1. At Will Employment – Employment with Southeastern Community Action Partnership is “at will” unless otherwise specified by a written employment agreement. “At will” employment means that employees may resign from Southeastern Community Action Partnership at any time. Likewise, employees may be terminated by Southeastern Community Action Partnership at any time, for any reason, and with or without notice.
2. Equal Opportunity – Employment decisions at Southeastern Community Action Partnership are based on merit, qualifications, and ability. Southeastern Community Action Partnership does not discriminate in employment

opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, veteran status, or any other characteristic protected by law. This policy governs all aspects of employment, including but not limited to job selection, job assignment, compensation, performance evaluations, discipline, demotion, termination, benefits, and training.

3. *Prohibition Against Unlawful Harassment* –It is Southeastern Community Action Partnership’s policy to provide an environment that is free from unlawful harassment. Therefore, all forms of harassment related to an employee’s race, color, religion, sex, national origin, age, disability, veteran status or any other characteristic protected by law constitute violations of this policy. In furtherance of this policy, Southeastern Community Action Partnership will not tolerate the use of racial, religious, sexual, ethnic, age-related or disability-related epithets, innuendoes, slurs or jokes within its facilities. In addition, all forms of verbal and physical harassment based on the above categories are prohibited.

Sexual harassment, unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature are considered instances of sexual harassment when:

- Such conduct has the purpose or effect of unreasonably interfering with an employee’s work performance or creates an intimidating, hostile or offensive work environment;
- An employee’s submission to or rejection of such conduct is used as the basis of employment decisions that affect the employee; or
- Submission to such conduct is implied or stated to be a term or condition of the employee’s employment.

It is important to remember that behavior which one individual considers innocent or harmless may be regarded as unlawful harassment by another person. Beyond being in violation of Southeastern Community Action Partnership’s policy, harassment is against the law, and Southeastern Community Action Partnership will not tolerate such harassment of its employees by supervisors, coworkers, or clients. Any employee who violates this harassment policy or Southeastern Community Action Partnership’s commitment to equal employment opportunity will be subject to disciplinary action, up to and including termination of employment.

4. *Reporting Discrimination or Unlawful Harassment* – If at any time an employee feels that he or she has been subjected to or has observed unlawful harassment or discrimination, the employee must report such conduct to his or her supervisor immediately so that an investigation can be initiated, and appropriate action can be taken. If for any reason the employee does not feel comfortable contacting his or her immediate supervisor about the matter, the employee should report the matter to the Southeastern Community Actions Partnership’s HR Director. If the

complaint is against the Chief Executive Officer, the report should be filed with Southeastern Community Action Partnership's Board Chairman. The confidentiality of all such inquiries and reports will be fully respected.

Employees can raise concerns and make reports without fear of reprisal. Employees will not be retaliated against in any manner for reporting perceived discrimination and/or harassment pursuant to this policy. Depending on the circumstances, an employee's failure to report discrimination or harassment that he or she has observed may result in disciplinary action.

5. Criminal Records, Driving records, and False Statements – Criminal background checks are conducted on all prospective and current Southeastern Community Action Partnership employees upon the acceptance of a job offer. Periodic criminal background ~~checks~~ and driving record checks are conducted on current employees to maintain Program compliance and ensure the eligibility of employment with the Southeastern Community Action Partnership. Conviction of a crime does not act as an automatic bar to employment or advancement but will be taken into consideration given the nature of the conviction and the job responsibilities in question.

All employees must have a valid driver license to obtain and maintain employment with Southeastern Community Action Partnership. Periodic driving queries are conducted on employees with Commercial Driver License as required by the Department of Transportation.

Applicants or employees who make false statements for their own advancement or for the advancement of others will be barred from further consideration and/or subject to disciplinary action, up to and including termination of employment.

6. Nepotism - Southeastern Community Action Partnership will not employ any parent, child, grandchild, sibling or spouse/domestic partner (a "Related Person") of any current Southeastern Community Action Partnership employee, except as expressly provided for in paragraph 2. This rule applies to "in law" and "step" relatives as well as biological/adoptive relatives. Applicants and current employees are expected to reveal any such relationship between them. When extraordinary circumstances exist that make it desirable to create a limited exception to the general policy stated in paragraph one, a Related Person of Southeastern Community Action Partnership employee ("Related Employee") may be employed, but only in accordance with the following procedures:

- (1) Persons presently employed who are currently married or who marry later will be permitted to continue working in the job positions held only if they do not work in a direct supervisory relationship with one another or in job positions involving a conflict of interest.

- (2) Employment of the Related Person shall be formally proposed to the Executive Committee of the Board of Directors by at least three members of management or Board members (excluding the Related Employee). The nomination/proposal must not be initiated by the Related Employee.
- (3) The Executive Committee shall, if approved by a majority (excluding the Related Employee), (i) make a finding that extraordinary circumstances exist which justify creating a limited exception to the general policy against hiring Related Persons, and (ii) recommend the employment of the Related Person, setting forth the extraordinary circumstances for such recommendation.
- (4) If a recommendation is made by the Executive Committee, the Board of Directors shall hold a meeting to discuss and vote on the nomination. The Related Employee shall not be present at the meeting and shall not participate in the discussion concerning the Related Person's potential employment.
- (5) No Related Person shall be given an offer of indefinite at will employment unless such offer is first approved in accordance with the foregoing procedures.
- (6) The employment procedures set forth in this paragraph do not apply to a Related Person who becomes employed as a result of a merger; unless the Related Employee is a member of Senior Management at the time the merger is proposed to and voted on by the Board of Directors. The provisions of paragraph 3, however, would apply to such Related Person in any event.

In the event that a Related Person of a Related Employee is employed by Southeastern Community Action Partnership, the Related Employee shall not participate in, or have access to the records relating to, any evaluation, rating, compensation, termination, or other similar process or decision involving the Related Person, including, without limitation, the annual performance evaluation of the Related Person and consideration for any promotions, disciplinary/corrective actions or other personnel actions.

7. Outside Employment – Outside employment of full-time salaried employees is discouraged and permitted only to the extent that it is consistent with Agency programs and policy and does not interfere with Agency operations. Such employees must receive prior written permission from the appropriate Department Head and the Chief Executive Officer before engaging in outside work. Agency equipment, supplies, and/or time may not be used in the service of any outside engagement. Employees may not provide consultation, training, or contractual services for or accept employment with a subcontractor of Southeastern Community Action Partnership or with any business that has a business relationship with the Southeastern Community Action Partnership. If it is determined that an employee's outside work interferes with his/her performance, or has an adverse impact on the Agency, the employee may be required to terminate the outside employment. Employees may not undertake outside work for pay while absent or

on leave from Southeastern Community Action Partnership or engage in outside work during the operation hours of Southeastern Community Action Partnership.

8. Political Activities – Employees, volunteers and board members may not:
- (1) Use their official position, authority, or influence with Southeastern Community Action Partnership for the purpose of interfering with or affecting the results of an election or a nomination for a party or public office.
 - (2) Directly or indirectly coerce, attempt to coerce, command or advise an employee or any other person who is subject to these restrictions to pay, lend, or contribute anything of value or to contribute personal services to a party, committee, organization, Southeastern Community Action Partnership or person for political purposes.
 - (3) Use program funds for any political purposes or to influence any election for public or party office.
 - (4) Permit the use of equipment or premises purchased or leased with program funds for any political purpose or to influence the outcome of any election for public or party office. This restriction applies only to facilities when under the control of the grantee or delegate Agency. For example, if Southeastern Community Action Partnership leases a facility during certain hours only, the landlord may of course use the facility as he wishes during other hours.
 - (5) Discrimination, or threaten or promise discrimination, against or in favor of any employee or beneficiary of the program or any potential employee or beneficiary because of his political affiliations or beliefs, or require any applicant, employee or beneficiary to disclose his political affiliation.
 - (6) Offer any person employment, promotion or benefits under the program as a reward for the support or defeat of any political party or candidate for public or party office or threaten or create disadvantage in employment or deprivation of benefits as a penalty for such support.
9. Probationary Employment – Employees in new positions due to new hire, transfer, promotion or demotion are subject to a probationary period during which they have the opportunity to demonstrate attitudes and abilities appropriate to the position.
- (1) Duration – The probationary period shall be the 90 calendar days immediately succeeding the date of hire or transfer/promotion demotion from one status to another. Among the transfers included are: (i) from one position to another~~from acting to regular~~; (ii) from temporary to regular;

and (iii) from part-time to full time *(iv) from full time to part time*. The probationary period may be extended at Southeastern Community Action Partnership's discretion.

- (2) *Purpose* – The aim of the probationary process is to allow Southeastern Community Action Partnership sufficient time to properly assess employee performance in a new situation and determine if the employee is capable of meeting the demands of that position.
- (3) *Evaluation* – Employee performance will be evaluated at the end of the 90-day probationary period.

Employees who fail to perform satisfactorily during the probationary period will be dismissed. If an employee is terminated prior to the completion of their probationary period, the current PTO balance will be forfeited. PTO payment will not be processed.

F. Drug and Alcohol-Free Policy

In compliance with the Drug Free Workplace Act of 1988, Southeastern Community Action Partnership has a longstanding commitment to provide a safe, quality-oriented and productive work environment. Alcohol and drug abuse poses a threat to the health and safety of SCAP employees, enrollees, clients, and to the security of the company's equipment and facilities. For these reasons, SCAP is committed to the elimination of drug and alcohol use and abuse in the workplace. This policy applies to all employees and applicants for employment of SCAP. Whenever employees are working, operating a SCAP vehicle, on SCAP premises or conducting company-related work offsite, they are prohibited from:

1. Using, possessing, buying, selling manufacturing or dispensing illegal or misuse of prescription drugs (to include possession of drug paraphernalia)
2. Being under the influence of alcohol or an illegal drug as defined in this policy or the misuse of prescription drugs.
3. Possessing or consuming alcohol.
4. The presence of any detectable amount of any illegal drug, illegal controlled substance or alcohol in an employee's body system, while performing company business or while in a company facility, is prohibited.
5. SCAP will not allow employees to perform their duties while taking prescribed drugs that are adversely affecting their ability to safely effectively perform their job duties. Employees taking prescribed

medication must carry it in a container labeled by a licensed pharmacist or be prepared to produce the container if asked.

6. Any illegal drugs or drug paraphernalia will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.

Required Testing

Pre-Employment-Applicants being considered for hire must pass a drug test before beginning work or receiving offer of employment. Refusal to submit to testing will result in disqualification of further employment consideration.

Reasonable Suspicion- Employees are subject to testing based on (but not limited to) observations by at least two members of management of apparent workplace use, possession or impairment. HR and the Operations Director should be consulted before sending an employee for testing. Management must use the Reasonable Suspicion Checklist to document specific observation and behaviors that create a reasonable suspicion that an employee is under the influence of illegal drugs or alcohol.

Examples include:

- Odors (smell of alcohol, body odor or urine)
- Movements (unsteady, fidgety, dizzy)
- Eyes (dilated, constricted or watery eyes, or involuntary eye movements)
- Face (flushed, sweating, confused or blank look)
- Speech (slurred, slow, distracted mid-thought, inability to verbalize thoughts)
- Emotions (argumentative, agitated, irritable, drowsy)
- Actions (yawning, twitching)
- Inactions (sleeping, unconscious, no reaction to questions)

When reasonable suspicion testing is warranted, both management and HR will meet with the employee to explain the observations and the requirement to undergo a drug and/or alcohol test within two hours. Refusal by an employee will be treated as a positive drug test result and will result in immediate termination of employment. Under no circumstances will the employee be allowed to drive to the testing facility. A member of management must transport the employee, or the drug screener will visit the agency.

Post-Accident- Employees are ~~required~~ subject to testing when they are involved in a workplace ~~cause or contribute to~~ accidents that seriously damage a SCAP vehicle, machinery, equipment or property or that result in an injury to themselves or another employee requiring offsite medical attention in which there is a reasonable basis for concluding that drug/alcohol use could have contributed to the incident. Probable belief will be presumed to arise in any instance involving a work-related accident or injury in which an employee who was operating a motorized vehicle (including a SCAP Inc. forklift, pickup truck) is found to be responsible for causing the accident. In any of

these instances, the investigation and subsequent testing must take place within two hours following the accident, if not sooner. Refusal by an employee will be treated as a positive drug test result and will result in immediate termination of employment.

Under no circumstances will the employee be allowed to drive to the testing facility. A member of management must transport the employee, or the drug screener may visit the agency for testing.

Random Testing- SCAP, Inc. will randomly test employees for compliance with its drug-free workplace policy. As used in this policy, "random testing" means a method of selection of employees for testing, performed by an outside third party. The selection will result in an equal probability that any employee from a group of employees will be tested. Furthermore, SCAP Inc. has no discretion to waive the selection of an employee selected by this random selection method. SCAP reserves the right to conduct periodic testing on a regularly schedule basis for employees in designated departments, classifications, or workgroups.

The results of the controlled substance abuse screenings are strictly confidential and retained only in the Personnel Files as maintained by the Human Resources Department of Southeastern Community Action Partnership. All costs for required controlled substance abuse testing will be paid by the respective Department in which the employee works.

Consequences

Applicants who refuse to cooperate in a drug test or who test positive will not be hired and will not be allowed to reapply/retest in the future. Employees who refuse to cooperate in required tests or who use, possess, buy, sell, manufacture or dispense an illegal drug in violation of this policy will be terminated. If the employee refuses to be tested, yet the company believes they are impaired, under no circumstances will the employee be allowed to drive home.

Employees who test positive, or otherwise violate this policy, will be ~~immediately subject to discipline, up to and including termination~~ terminated. Employees will be paid for time spent in alcohol or drug testing. After the results of the test are received, a date and time will be scheduled to discuss the results of the test; (if positive results) this meeting will include a member of management, and HR.

Confidentiality

Information and records relating to positive test results, drug and alcohol dependencies, and legitimate medical explanations will be kept confidential to the extent required by law and maintained in secure files separate from normal personnel files. Such records and information may be disclosed among managers and supervisors on a need-to-know basis and may also be disclosed when relevant to a grievance, charge, claim or other legal proceeding initiated by or on behalf of an employee or applicant.

Inspections

SCAP reserves the right to inspect all portions of its premises for drugs, alcohol or other contraband. All employees, contract employees and visitors may be asked to cooperate in inspections of their persons, work areas and property that might conceal a drug, alcohol, or other contraband. Employees who possess such contraband or refuse to cooperate in such inspections are subject to appropriate discipline, up to and including termination.

Crimes Involving Drugs

SCAP prohibits all employees, including employees performing work under government contracts, from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on company premises, company vehicles or while conducting company business. SCAP employees are also prohibited from misusing legally prescribed or over the counter (OTC) drugs. Law enforcement personnel may be notified, as appropriate, when criminal activity is suspected.

SCAP does not desire to intrude into the private lives of its employees but recognize that employees' off-the-job involvement with drugs and alcohol may have an impact on the workplace. Therefore, SCAP reserves the right to take appropriate disciplinary action for drug use, sale or distribution while off company premises. All employees who are convicted of, plead guilty to or are sentenced for a crime involving an illegal drug are required to report the conviction, plea or sentence to HR within five days. Failure to comply will result in automatic discharge. Cooperation in complying may result in suspension without pay. ~~allow~~ Management ~~will~~ review the nature of the charges and the employee's past record with SCAP.

Definitions

"Company premises" includes all buildings, offices, facilities, grounds, parking lots, lockers, places and vehicles owned, leased or managed by SCAP or any site on which the company is conducting business.

"Illegal drug" means a substance whose use or possession is controlled by federal law but that is not being used or possessed under the supervision of a licensed health care professional.

"Refuse to cooperate" means to obstruct the collection or testing process; to submit an altered, adulterated or substitute sample; to fail to show up for a scheduled test; to refuse to complete the requested drug testing forms; or to fail to promptly provide specimen(s) for testing when directed to do so, without a valid medical basis for the failure. Employees who leave the scene of an accident without justifiable explanation prior to submission to drug and alcohol testing will also be considered to have refused to cooperate and will automatically be subject to discharge.

"Under the influence of alcohol" means an alcohol concentration equal to or greater than .04, or actions, appearance, speech or bodily odors that reasonably cause a supervisor to conclude that an employee is impaired because of alcohol use.

"Under the influence of drugs" means a confirmed positive test result for illegal drug use per this policy. In addition, it means the misuse of legal drugs (prescription and possibly OTC) when there is not a valid prescription from a physician for the lawful use

of a drug in the course of medical treatment (containers must include the patient's name, the name of the substance, quantity/amount to be taken and the period of authorization).

G. Job Descriptions

The duties and responsibilities of every position shall be set forth in writing in the form of a job description at the time the position is created. The Chief Executive Officer shall determine and classify the necessary number of positions and employees, and with the approval of the Board of Directors shall fix, establish, and classify a standard of salaries in accordance with the provisions set forth in the Administrative Policies and Procedures.

1. The Agency will provide to each of its employees a detailed job description for the specific position at the time of employment. Job descriptions will be reviewed annually and revised as the department and/or funding source/situation demands.
2. Each job description will contain the following information:
 - a. Position Title, Department, and Location
 - b. Employment Status-
Full, part, temporary, and/or time-limited status
 - c. Job Status-exempt or non-exempt
 - e. Travel Requirements
 - f. Job Summary/Definition
 - g. Specific examples of duties and responsibilities
 - h. Qualifications-education, work experience
 - i. Additional duties that may be required
3. A list of all staff positions shall be prepared annually and maintained in the HR Department.

H. Types of Appointments

1. *Full-time employee* – an employee who works at least 30-hours week on a regular basis, and whose employment is not time-limited. Shared employees shall be entitled to all benefits. The cost of benefits will be paid by each program proportionately - entitled to all employee benefits offered by Southeastern Community Action Partnership.

2. *Part-time employee* – an employee who works less than a 29-hour week on a regular basis, ~~and whose employment is not time limited~~ Entitled to prorated PTO (Personal Time Off), prorated paid holidays, Social Security, retirement, and Workmen’s Compensation only. Part Time employees are ineligible for agency benefits.

~~3.~~ 3. *Temporary and/or Time Limited full-time employee* – an employee who works at least 30-hour week, for a period of not more than twelve (12) months, in a position not considered a permanent part of the workload – entitled to Social Security, medical benefits, retirement, and Workmen’s Compensation only.

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~~3.4.~~ 3.4. *Temporary and/or Time Limited part-time employee* – an employee who works less than a 29-hour week on a scheduled basis for a period of not more than twelve (12) months, in a position not considered a permanent part of the workload – entitled to Social Security and Workmen’s Compensation.

~~4.5.~~ 4.5. *Interim Employee* – an employee who fills a position on a temporary basis, either in a full-time or part-time capacity, to ensure continued operation of a particular function until such time as permanent arrangements can be made. Internal employees assuming additional duties for a specified period of time will receive a 10% salary increase to compensate for additional duties assumed. Internal interim employees’ salary will be reduced once permanent arrangements have been made. Internal interim employees will be entitled to their current benefits. External interim employees are entitled to Social Security and Workmen’s Compensation only.

~~5.6.~~ 5.6. *Transfer* – an employee who is a full-time employee and transferred to another position within department or Southeastern Community Action Partnership. – entitled to all employee benefits offered by the agency for that position. Transferred employees will be subject to the 90-probationary period. They may be subject to the interview process, if more than one internal employee applies.

~~6.7.~~ 6.7. *Substitute* – an employee who fills a position within the Head Start department on an as needed basis – entitled to Social Security, retirement (depending on the number of hours worked), and Workmen’s Compensation only.

~~7.8.~~ 7.8. *Volunteer* – an individual that is not an employee who works without compensation in a position for which he/she is suited for an indeterminate period, either on a regular or non-regular basis – not entitled to benefits.

New positions may be created, reclassified and/or eliminated by Southeastern Community Action Partnership, ~~and others discontinued~~ to meet program demands in accordance with provisions of the guidelines provided by funding source, provided funds are available and the changes are designed to promote efficiency and program effectiveness.

I. Promotion Policy

Southeastern Community Action Partnership will fill vacant positions from within the ranks of its own staff whenever possible, through the process of promotion. **To be considered for promotion the employee must have satisfactorily fulfilled the duties of the promotable position for a period of 90 days, meet education and experience qualifications and have no current reprimands in their personnel file.** Acceptable reasons for a promotion are:

1. Essential duties and responsibilities have increased over time to meet department needs;
2. Position vacancy due to departure of another employee, department re-organization or creation of a new position due to department needs.

A request for an analysis for a possible promotion will be submitted to the Chief Executive Officer by the Department Director. The request must outline the duties of the position, recommendation, and the reason for the promotion. If the request is denied by the Chief Executive Officer, the Department Director, immediate supervisor, and employee will discuss the results. The Department Director and/or supervisor may develop a work plan for the employee to address skill deficiencies or re-alignment of duties, if applicable.

If approved by the Chief Executive Officer, HR will begin an analysis of the position and its duties. The analysis will consist of the following:

1. Human Resources conducts a job analysis of the position and the employee currently fulfilling the job duties to determine if the employee is eligible to be promoted to a higher-level position, based on the information submitted by the Department Director and employee personnel file.
2. Human Resources will conduct a title and salary analysis to determine if the position should be considered for additional compensation and or title change.
3. The job analysis results will be provided to the Chief Executive Officer and Department Director.
4. If approved by the Chief Executive Officer, HR will provide the employee with a promotion offer letter and revised job description.
5. The employee has the option to accept or decline the offer. If the employee declines, the position will be advertised.

All employees currently on the agency's payroll will be eligible to submit application for the position. Probationary employees are not eligible to apply for positions until after they have successfully completed their 90-day probation period. Southeastern Community Action Partnership will perform the following internal advertisement procedure:

1. An Agency wide announcement will be forwarded to all Southeastern Community Action Partnership locations outlining the qualifications and other requirements for the position via email.
2. Deadlines will be set and published for the receipt of internal applications.
3. Interested employees should submit a Southeastern Community Action Partnership application, cover letter (detailing their interest in the position and qualifications) and resume.
4. Applications will be classified by position and filed in the HR Department. Each applicant's name will be recorded on an applicant roster with the date of application and position applied for. HR will screen applications. The qualified applicants will be forwarded to the Department Director for review.
5. The Department Director will notify Human Resources of all applicants selected for interview. Human Resources will schedule interviews with the selected applicants.
6. If no internal applicants meet the job requirements and/or not selected for interview the position will be advertised externally upon Chief Executive Officer's approval.

J. Reclassification Policy

The reclassification of a position occurs when the evaluation of the job determines either of the following:

1. Essential duties and responsibilities have increased over time to meet departmental needs;
2. Position duties and responsibilities have lessened over time to meet departmental needs (not related to a performance issue)
3. Position vacancy due to departure of another employee, department re-organization, [elimination of position](#) or creation of a new position due to department needs.

A request for an analysis for reclassification will be submitted to the Chief Executive Officer by the Department Director. The request must outline the duties of the position and the reason for reclassification. If the request is denied by the Chief Executive Officer, the Department Director, immediate supervisor and employee will discuss the results. The Department Director and/or supervisor may develop a work plan for the employee to address skill deficiencies or re-alignment of duties, if applicable.

If approved by the Chief Executive Officer, HR will begin an analysis of the position and its duties. The analysis will consist of the following:

1. Human Resources will compare the current job description/title with the proposed job description/title to determine if reclassification will be a promotion or demotion.
2. If the job comparison results in promotion, the promotion policy will be implemented.
3. If the job comparison results in demotion, Human Resources will implement the following steps:
 - A. Present job comparison results to the Chief Executive Officer.
 - B. If approved for demotion, Human Resources will conduct a salary analysis based on the proposed job description/title.
 - C. Human Resources, Department Director and the employee will meet to discuss results and pending reclassification.
 - D. Human Resources will provide the employee with a demotion letter and revised job description/title.

K. Recruitment

Applicants for employment with Southeastern Community Action Partnership shall file written applications setting forth their qualifications, references, and such other information as may be required. Information on job openings may be ~~obtained~~ ~~secured~~ from the administrative office or the agency website (www.sefsne_scapnc.org), which is also the receiving point of applications. ~~Temporary positions are not advertised.~~ Current applications ~~may be~~ reviewed from the applicant pool to fulfill ~~temporary~~ positions. The HR Department will classify and file applications in an Applicant Register, according to area of interest.

1. In the event of an ~~agency opening on Agency staff~~, a minimum period of at least two weeks will elapse before the position is filled on a full-time basis, during which time applications will be accepted.
2. Public notice of such openings shall be made through:
 - a. Advertisement for a period of at least one week on media sites and/ or local newspapers
 - b. Notice of job opening directed to the State Employment Agency.
 - c. Notice of job opening to all agency facilities.
3. A specification of the requirements for the position will be made available to all interested applicants.
4. Additional recruitment efforts may be utilized when needed.

The application for employment shall include a complete listing of the positions currently held by the applicant, plus any additional commitments or responsibilities in the line of work which applicant might have.

If hired, the applicant will be required to fill out a form entitled, "Employment Eligibility Verification" (Form I-9), drug screening with negative results, other department specific requirements, and criminal background process.

L. Selection Procedure

Southeastern Community Action Partnership policy requires that all persons seeking employment with the agency be afforded equal consideration. The purpose of the selection procedure is to ensure equal opportunity to persons seeking employment and to determine which candidates are best qualified for positions to be filled, in a way that is fair to all concerned.

1. Application Process – Southeastern Community Action Partnership accepts applications for employment only when there is a vacancy to be filled. A vacancy is said to exist when (1) a position of a full-time or part time nature becomes vacant and (2) an advertisement has been placed for the purpose of filling that position.
 - a. Applications – The agency will accept all applications submitted in response to an advertisement for a specific purpose and prepared on standard application forms.
 - b. Applicant Roster – Upon receipt applications will be classified and filed. The applicant's name will be recorded, together with date of application and position applied for.
 - c. Unsolicited Applications – Southeastern Community Action Partnership is under no obligation to process unsolicited applications and will accept no responsibility for applications that are not filed in response to an identified vacancy. Unsolicited applications will be maintained in the employment application file in the HR Office.
2. Eligibility Guidelines – Applications must be received no later than the prescribed deadline, which is usually two weeks after date of announcement. Applications received after the deadline will be deemed ineligible for consideration. The deadline may be extended during holiday seasons, inclement weather, or when there is a lack of qualified applicants.
 - a. Authenticity – The application must accurately represent the applicant's background, experience, and skills.

- b. *Completeness* – The application must be complete. It must include sufficient information to assess the candidate’s qualifications, plus date and signature. Incomplete applications will not be considered for posted vacancies.
3. *Preliminary Screening* – After the deadline for the receipt of applications has passed, applications will be collected and reviewed by the HR Department ~~and qualified applications will be forwarded to the Department Head for assessment and further processing for an interview..~~ ~~HR will forward all qualified applications to the department head for review.~~
- a. *Assessment* – The department head will examine the qualified applications and assess qualifications of each candidate, utilizing as a guide the requirements outlined in the job description.
- b. *Checks* – It will sometimes be necessary to secure additional information about a candidate, through one or more of the following checks:
- (1) *Education* – A post hire request for confirmation of candidate’s educational credentials.
 - (2) *Physical* – ~~Sometimes~~ a physical examination is required ~~for Head Start employees~~ prior to employment, which ~~may~~ includes a controlled substance screening. ~~Expired physicals will denote leave without pay until an updated physical has been received in the HR Department.~~
 - (3) *Reference* – A pre hire request to a previous employer for data on candidate’s employment record.
 - (4) *Criminal* – A post hire request for information on the candidate’s criminal history. ~~Expired criminal backgrounds will denote leave without pay until an updated background is received in the HR Department.~~
 - (5) *Skill* – Candidates for some positions are required to take skill tests pre-hire.
- c. *Classification* – The HR Department ~~will review~~ ~~will review~~ each candidate based on their education, skills and abilities , and decide which candidates meet or exceed the minimum requirements further consideration. ~~Unqualified applicants will be removed from further review.~~
- d. *Eligibility* – The department head will review ~~qualified applications for interviews, to see whether candidates satisfy the~~ qualified applications

eligibility requirements. Candidates who are shown to be ineligible will be removed from further consideration.

- e. *Recordkeeping* – The HR department will maintain a file for each candidate, which will contain all available information on the candidate. Steps will be taken to ensure confidentiality of file contents.
4. *Selection Process* – The Human Resource Department will forward all qualified applicants to the Department Director. The Department Director will review and select the most qualified applicants based on the requirements outlined in the job description. Director, in conjunction with the department head, will schedule a meeting of a job-related committee to evaluate the qualifications of each candidate for the position, based on the requirements outlined in the job description.
 - a. *Interviews* – After the Dept. Head has reviewed the qualified applications, the Human Resource Coordinator/Director will schedule interviews with one or more of the eligible applicants for the purpose of gaining more information about the applicant's capabilities, training, and experience.
 - b. *Rating of Applicants* – Each member of the job-related interview panel/committee will rank the applicants based on their qualifications, the interview, and how well they measure up to the requirements specified in the job description.
 - c. *Employment Recommendation* – The Human Resource Director will forward the interview results to the Chief Executive Officer for final consideration and approval.
 5. *Interview Panel/Job-Related Committee* – The panel/committee shall consist of the Human Resource representative/Director who also serves as the chairperson, the department head, the person who directly supervises the position to be filled, others may be added depending on the position vacancy. If the vacant position to be filled is a Head Start position, a Head Start parent will also be appointed.
 6. *Administrative Review* – The Human Resource Department/Director will forward the interview results, together with supportive data and necessary forms, to the Chief Executive Officer for consideration and approval.
 - a. *Determination* – The Chief Executive Officer will consider the recommendation and will approve or disapprove the selectee, based on their assessment of the candidate's qualifications.

7. Policy Council Review and Approval – The Head Start Policy Council must approve the filling of all vacant Head Start positions. The Head Start Director will present the name, together with the recommendation of the interview panels/special committee and supportive data, to the Head Start Policy Council for its consideration and approval. If the position being filled is that of the Head Start Director, the Chief Executive Officer or designee will make the presentation.
8. Board of Directors Review and Approval – The Board of Directors must approve the hiring of individuals to fill the following positions: Chief Executive Officer, Deputy Director, Chief Financial Officer, and Head Start Director. If the vacant position is that of the Chief Executive Officer, the Executive Committee of the Board of Directors will carry out the responsibilities of the department head.

M. Compensation

1. Wage Comparability – Schedules of salaries and wage rates shall be comparable with the compensation of practices of public and private agencies of the locality for positions similar in responsibility and required competence. For positions for which no counterpart exists locally, comparison will be made with salaries in other localities in the same state or bordering states.
2. Salary Range – The HR Director shall establish schedules of salaries and wage rates for all employees of the agency in keeping with the Wage and Hour Law and other pertinent regulations.
3. Salaries and Wage Rates – The salary paid to an employee must be within the salary range for the assigned position. In exceptional cases the range may be increased by ten (10%) percent when approved in writing by the Chief Executive Officer, the Finance Committee, the Executive Committee, and ratified by the Board of Directors. Where the employee is paid by the hour, gross wages will be calculated on a set rate per hour times the number of hours worked. Employees shall be paid at a rate no lower than the Federal minimum wage.
4. Entry Level – Starting salaries for new employees or employees transferred or promoted to new positions will normally be at the first step of the salary range for the newly assigned position. Exceptions may be made when the employee's qualifications are such as to warrant a higher salary, with the salary level being commensurate with the qualification level.
5. Salary Increases – Merit increases may be earned by the employee for commendable performance and/or annual increases, subject to budget and salary limitation and subject to Board approval (if applicable). Head Start

periodically receives Cost of living increases contingent upon the availability of funds the program.

6. Longevity Pay Increase – Each employee will have the opportunity to earn a longevity pay increase based on the years employed ~~with Southeastern~~with Southeastern Community Action Partnership as follows:

5th anniversary	=	2%	(Base Salary x 2%)
10th anniversary	=	3%	(Base Salary x 3%)
15 th anniversary	=	4%	(Base Salary x 4%)

Said increase shall be provided at the beginning of the program year following the 5th, 10th, and 15th year anniversary, contingent upon available resources.

7. Overtime – Non-exempt Employees will normally work no more than 40 hours during any given week. Any work beyond this is permitted only in case of emergency or departmental need. Such work is designated “overtime” and must be requested in advance by the Department Head and approved by the Chief Executive Officer prior to work being completed.

- a. Exempt Employees – Persons employed in positions classified as “executive,” “administrative” or “professional” are entitled to a guaranteed straight salary and free from overtime compensation requirements. Such individuals are called “exempt employees” and are not eligible for overtime premium pay.

To qualify as “exempt” an employee must receive compensation at least as great as specified in the Fair Labor Standards Act for the “exempt” classification, or (1) must have as a primary duty the management of an establishment, department or subdivision of the organization and must regularly direct and supervise the work of at least two full-time employees, or (2) must perform work directed related to management policy or make decisions affecting clients and must regularly exercise judgment on significant matters, or (3) must perform work requiring extensive and specialized training in a scientific or professional field and must consistently use discretion and judgment in performing duties or (4) the employee must be compensated on a salary or fee basis (as defined in the DOL regulations) at a rate no less than \$684/week.

- b. Non-Exempt Employees – Employees who do not fall into either of the categories are classified as “non-exempt.” When a non-exempt employee works overtime, he/she will be compensated at the rate specified in the Fair Labor Standards Act (1-½ times the regular

rate). However, hours claimed for holidays, or PTO will not be considered in the calculation of overtime.

8. Ineligible for Compensation – Members of the Board of Directors are not eligible for compensation.

N. **INCENTIVE PAY** – Southeastern Community Action Partnership provides every employee with base compensation. However, there are circumstances when additional payment is appropriate to provide a reward for exceptional performance or to recognize successful participation in an incentive program. Incentive pay consists of compensation that is contingent on discretion, performance, or results achieved.

Incentive pay is based on a plan that is designed to reward the accomplishment of specific results and is awarded through non-discretionary or discretionary funds. An incentive payment is tied to expected results and goals which are identified at the beginning of a performance cycle and projected in the annual departmental budget. An incentive plan is forward-looking in contrast to a bonus (see below). To be eligible for incentive pay, an employee must complete one year at least 90-days of employment with the Agency and have received a formal evaluation by their supervisor.

Southeastern Community Action Partnership will establish guidelines for developing, recommending, and implementing incentive pay programs & bonuses for staff. Incentive pay shall not exceed 10% of the employee's base salary; however, it must be determined by the employee's performance and the availability of funds.

All incentive pay must first be approved by the Chief Executive Officer. In the case of the Chief Executive Officer, incentive pay must be recommended by the Board Chairman and final approval by the Board of Directors.

O. **BONUS PAY** - *is* an after-the-fact non-discretionary lump-sum payment in addition to an employee's base ~~pay pay~~. Bonuses are provided to employees that have excelled above and beyond the regular scope of their position duties, based on performance.

To be eligible for bonus pay, an employee must complete at least ~~90-days~~ 6 months of employment with Southeastern Community Action Partnership, ~~and have received a formal evaluation by their supervisor.~~

Southeastern Community Action Partnership ~~will~~ establish guidelines for developing, recommending, and implementing bonuses for staff. Bonus pay shall not exceed 10% of

the employee's base salary; however, it must be determined by the employee's performance and the availability of funds.

~~All~~ The Department Director will submit a recommendation for bonus pay to the Chief Executive Officer for review and approval. ~~onus pay must first be approved by the Chief Executive Officer.~~ The Chief Executive Officer will approve bonus pay for the Executive Leadership Team and Administrative Staff paid through the Indirect Cost Budget (Tamara, I'm not sure how to word this, but I'm sure you know what I'm saying. See me if needed). In the case of the Chief Executive Officer, ~~bonus incentive~~ pay must be recommended by the Board Chairman and final approval by the Board of Directors.

P. Insurance and Related Benefits

Compulsory by law, Worker's Compensation, Unemployment Insurance, and Social Security and Medicare taxes are available to each full-time employee on a participating and voluntary basis through payroll deduction after the 90-day probationary period, subject to requirements as prescribed by laws. Employees must meet the 90 working days prior to being eligible for benefits.

1. Workman's Compensation Insurance – Compulsory by law. Premium (100%) is paid by the agency.
2. N.C. Unemployment Insurance – Compulsory by law. Premium (100%) is paid by the agency.
3. Social Security and Medicare Taxes– Compulsory by law. Taxes are paid 50% by the agency and 50% by the employee.
4. Group Life Insurance (Term) – Southeastern Community Action Partnership pays 100% (subject to funds availability) of the cost for individual coverage for the employee equal to one year of the employee's salary. Coverage will reduce based on the employee's age and is limited to \$150,000. ~~The employee shall be responsible for the premium of individual policies enrolled with optional carriers AFLAC and Colonial insurance plans~~
5. Disability Insurance – Southeastern Community Action Partnership will pay 100% (subject to funds availability) of the cost for individual coverage for the employee. (both short and long term disability)
6. Vision Insurance – Optional with the employee. Southeastern Community Action Partnership will pay 100% of the cost for individual coverage for the

employee. If family coverage is elected, the employee will be responsible for the monthly premium cost.

7. Dental Insurance- Optional with the employee. The employee will pay 100% of the cost for individual coverage for the employee. Family coverage is available at an additional cost.
8. Retirement – All full time employees, after the completion of the 90-day probationary period, shall receive a contribution of 4% of their annual salary into the retirement plan. The employee is entitled to contribute up to 20% of his gross salary, with the agency matching up to 4% of this contributed amount. The employee is considered 100% vested after completing the 90 probationary period. The maximum contribution by the Agency is a total of 8%-which includes the initial 4% contribution and up to 4% matching.

Fringe benefits are always subject to budgetary limitations. The agency will not assume responsibility for contributions more than its ability to pay.

Q. Leave

Leave is an authorized absence from work, either with or without pay. The following types of leave with pay are available to all employees as earned:

1. Administrative Leave – Sometimes the employee is hindered from carrying out assignments due to extenuating circumstances that are beyond his/her control. Any incident which prevents travel to work, or which renders the workplace inhospitable or unsafe is considered an extenuating circumstance. Absences resulting from such incidents may be excused upon proper documentation.

Among the causes that can be considered sufficient are national pandemic, impassable roads, and any of several weather-related emergencies such as excessive rain (flooding), sleet or snow. All SCAP staff will be notified via calling post regarding inclement weather closings, early departure and/or delays. Also, notification will be placed on the agency website and social media site page. Head Start center employees will follow their respective Public School inclement weather schedule.

In the event of inclement weather essential (Executive and Management) staff will meet via phone and/or zoom to discuss agency operations. Ultimately, the nature of the emergency will determine what services should continue and who is essential to the continued operation of Southeastern Community Action Partnership.

Administrative leave may be granted to cover the situations described upon approval of the Chief Executive Officer. Leave will be approved for a period consistent with the emergency and the work interruption it entails.

2. Civil Leave – Employees occupying full-time positions and faced with situations beyond their control which compel their absence from work may be granted up to three months of civil leave at the discretion of Southeastern Community Action Partnership. Any civil leave granted will require the approval of the department head and of the Chief Executive Officer. Leave of this type will be granted only in unusual circumstances.
3. Holiday Leave – In accordance with the practice of similar local agencies, certain days during the year have been designated official holidays. The following days will be observed as paid holidays for Southeastern Community Action Partnership employees:

New Year's Day	Labor Day
MLK Day	Veterans' Day
Good Friday	Thanksgiving Day
Easter Monday	Day after Thanksgiving
Memorial Day	Christmas Day & two days
Juncteenth Day	Christmas Day
Independence Day	Two Days after Christmas

If one of these holidays falls on a Saturday or Sunday, it will be observed usually on the first Monday following. If a holiday is postponed or observed a time other than the date on which it usually falls, the employee must meet eligibility requirements at that time in order to receive pay for the holiday.

Normally all agency installations will be closed on holidays. However, occasionally it may be necessary for an employee to work on a holiday. When this occurs, the non- exempt employee will be paid overtime in accordance with prevailing practice.

Eligibility Requirements: In accordance with Federal policy, an employee must be in a pay status or a paid time off status either before or after a holiday to be entitled to regular pay for the holiday. Employees who are in a non-pay status (FMLA, STD, LTD) are not eligible to receive holiday pay.

4. Judicial Leave – An employee required to participate in a government related function – as a jury member, or voter – shall be granted leave for a period consistent with the activity and work interruption it entails. Proof of service is required.

5. Military Leave – An employee called to temporary duty or attending summer training camp with the Armed Forces shall be entitled to leave in accordance with the requirements of USERRA.

6. Sick Leave – Employees with a sick leave balance (grandfathered accrual; no longer offered by the agency) may use accrued sick leave to maintain their normal rate of pay during periods of the employee’s temporary illness or disability. Pregnancy and any complications resulting therefrom will be considered as a temporary disability. To qualify for sick leave the employee must notify the HR Department and his immediate supervisor immediately after the beginning of an absence resulting from the illness or disability. Should the illness or disability extend beyond threefive (35) days, authorization may be granted only upon presentation of a certificate from a licensed physician. Employees may claim sick leave only upon the written approval of their immediate supervisor or department head, which will constitute proper authorization. Once an employee has exhausted all accrued sick leave, Personal Time Off (PTO) Leave must be used for all cases of absence.

7. Personal Time Off - Personal Time Off (PTO) represents a consolidated time off program. This program combines time off for vacation and unexpected absences like those due to short-term illness, family emergency, etc. This program is designed to:

- Provide employees the maximum flexibility in planning for and utilizing time off, and
- Allow employees to determine for themselves what short-term illness protection to maintain.

Eligibility: Personal Time Off (PTO) applies to all regular full-time and regular part-time employees. The amount of PTO an employee may earn is based on the length of service for regular full-time employees. Regular part-time employees accrue PTO on a prorated basis determined by the hours worked per day.

Accrual Rates and Schedule:

Years of Service	Annual Days Accrued	Annual Hours Accrued
0 – 5	24 days	192 hours
5 – 10	28 days	224 hours
10 – 15	32 days	256 hours
15 - +	36 days	288 hours

The increased rate will become effective on the fifth, tenth, and fifteenth employment anniversary date.

Use of Personal Time Off: Employees ~~must be encouraged to~~ utilize available PTO balances for absences during the program year which it is earned. PTO cannot be reserved for a later date within the program Unused year. Unused PTO may be carried over into a successive program year based upon funding availability and approval of the Chief Executive Officer. Any unused PTO over 160 hours will be forfeited. The total accumulated PTO at the beginning of any program year shall not exceed 160 hours (20 days).

Scheduled Absence: Employees wishing to claim PTO must submit a leave written request in Clockwise, preferably two weeks in advance but in no case less than 24 hours in advance. Requests are subject to the approval of the immediate supervisor and the department head. PTO must be scheduled for the mutual convenience of the agency and the employee. It can in no way jeopardize program operation.

Unscheduled Absence: An unscheduled absence is any absence not requested and approved in advance. An unscheduled absence may be excused and payable or unexcused without compensation

Excused and Payable: An employee must notify the supervisor immediately if the unscheduled absence is to be approved.

If an employee must leave their workstation because of an illness or emergency after reporting to work, the employee must notify the supervisor. Failure to give notice may result in unpaid leave and/or disciplinary action.

PTO is limited to that which is earned by the employee and, more specifically, the balance that is in the employee's account at the time of the claim. It is intended for the personal use of the employee for any reason he/she wishes. Saturdays, Sundays and holidays shall not be counted against PTO granted.

Cash Payment: Under no circumstance will a cash payment be made for unused PTO, except through separation of the employee from Southeastern Community Action Partnership. If the employees separate from Southeastern Community Action Partnership involuntarily, the PTO balance is forfeited. Payments made upon separation shall be based on the amount of PTO credited to the employee's account at the time of separation and shall be made available contingent upon available resources. In the

event of employee death, PTO will be paid out (up to 160 hours and availability of funds) to the beneficiary on file.

PTO Carryover: Accrued PTO leave can be carried over from one program year to the next at the rate of 160 hours with the approval of the Chief Executive Officer. If a contract or grant is being phased out or cancelled the affected employee will not be permitted to carry over any PTO beyond the terminal date of the contract or grant, except through the express written approval of the Chief Executive Officer. Southeastern Community Action Partnership cannot and will not assume any liability for PTO carried over past the terminal date of a contract or grant unless adequate and special provision has been made to cover the expense of such obligations. In situation where it is not feasible to permit carryover, employees are encouraged to utilize accumulated leave prior to the terminal date of the contract or grant. SCAP will require the waiver of all credit not utilized in this matter.

If the agency is closed due to a natural disaster and/or pandemic, employees will be allowed to carryover a PTO balance more than 160 hours to the next program year. PTO more than 160 hours will be forfeited, if not used by the end of the new program year.

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Donation of PTO: Circumstances may arise where an employee utilizes all accrued PTO due to illness or severe family illnesses. In these situations, it is Southeastern Community Action Partnerships desire to provide assistance in any way possible. Employees will be permitted to donate PTO to other employees within their department with the approval of the department head and the Chief Executive Officer.

8. *Bereavement Leave* – In case of death in the immediate family the employee is granted **up to three (3) days** of administrative leave. Immediate family for this policy is defined as the employee’s spouse, parent, child, sibling, grandchild, grandparent; the employee’s spouse’s parent, child, or sibling; the employee’s child’s spouse; aunt, uncle, grandparents or grandchildren. This includes biological and adopted family members.

The following types of *leave without pay* are also available to employees of Southeastern Community Action Partnership:

1. *Leave of Absence* – A leave of absence without/with pay may be granted to full-time employees for a period of up to three months for reasons acceptable to Southeastern Community Action Partnership. The leave of absence must not place an undue hardship on the department and or agency. This is renewable for additional periods of up to three months at the discretion of the agency.
2. *Family and Medical Leave* – Full-time employees are eligible to receive job-protected, unpaid paid leave for a period of up to 12 weeks for the following reasons: (1) the birth or adoption of a son or daughter of the employee, or one’s placement with the employee for foster care; or (2) when the employee’s spouse, son, daughter or parent has a serious health

condition and requires care from the employee; or (3) when employee is unable to work because of a serious health condition. An employee must give 30 days' advance notice to his immediate supervisor of the need to take unpaid leave when it is foreseeable (e.g. birth of a child, surgery, etc.) or if unforeseen events occur, employee must give notice as soon as practicable. Failure to give notice may result in Southeastern Community Action Partnership denying the leave request until 30 days after the notice is provided. Employees must provide certification of a seriously ill family member in a timely manner—15 calendar days. All records will be kept confidential. Employees will also be required to present certification from a health care provider which will include a statement that the employee is unable to perform the essential functions of the employee's job. A fitness for duty report must also be presented prior to the employee returning to work. While out on leave, the employee must maintain regular communication with the HR department regarding their status. (once every two weeks)

The usual employee benefits will accrue while an employee is on leave with pay (1 through 10). Benefits will not accrue while an employee is on leave without pay (12). PTO will not accrue while on extended leave-FMLA, STD, LTD. Health care coverage will be maintained for employees who are taking leave through the Family and Medical Leave option. Employees are responsible for making monthly premium payments to the agency for their medical and elective benefits. Payment must be received in the Accounting Office by the 5th of each month to maintain benefits. If the employee's premium payment is more than 30 days late the employee's coverage may be dropped. SCAP will provide written notice to the employee that the payment has not been received and allow 15 days after the date of the letter before coverage stops.

The time sheet will serve as documentation for approval of holiday leave, judicial leave, official leave, sick leave or vacation leave up to a maximum of 40 hours. For other types of leave and for any leave in excess of 40 hours, the employee shall make request for leave via Clockwise, on the standard form provided for that purpose. Approval of such requests will be at the convenience of Southeastern Community Action Partnership.

Employees of Southeastern Community Action Partnership may transfer, without transfer of funds, leave balances when transferring from one project to another within Southeastern Community Action Partnership.

All excused absences will fall in one of the categories of leave listed. If any employee is absent from work and does not have adequate credits to compensate, he shall suffer a proportionate reduction in pay for the pay period subject to legal limitations.

Unexcused absences from work or persistent tardiness will result in disciplinary action, up to and including termination.

R. Orientation

During the first two weeks of employment the new employee will be engaged in a program of orientation with the Human Resources Department [and assigned Department](#) to review employment policies and procedures, benefits and other Southeastern Community Action Partnership compliance standards. The new employee will be informed of their status and will receive an explanation of employee benefits. Options available will be reviewed and employee will complete the required employment forms.

The new employee will receive a copy of his job description and a copy of the Administrative Policies and Procedures. The supervisor will discuss the salient features of these documents after employee has reviewed each document. The employee will sign a statement to that effect. The signed statement will be placed in the employee's personnel file and a copy will be placed in the personnel folder at the center level for all Head Start employees.

The supervisor will endeavor to familiarize the employee with their workstation, the office or center routine, and the work schedule. The employee will be instructed in the basic responsibilities and work methods. The supervisor will also acquaint the employee with the fundamental procedures, rules, and regulations that are specific to the position held.

Documentation of orientation activities shall include:

1. Review of individual's job-specific duties and responsibilities, i.e. job description and job evaluation.
2. Review of child daycare licensing laws and regulations (Head Start only)
3. Administrative Policies and Procedures (including Sexual harassment policy [and Code of Ethics policy](#))
4. Review of laws, regulations and Southeastern Community Action Partnership policies regarding child abuse and neglect, the reporting of suspected child abuse and neglect and the voluntary enhanced standards. (Head Start only)
5. Review of the following:
 - a. Southeastern Community Action Partnership Mission Statement
 - b. Performance Standards (Head Start only)
 - c. Administrative Policies and Procedures (including the Sexual Harassment Policy [and Code of Ethics Policy](#))
 - d. Operation Instructions (Head Start only)

- e. Parent Handbook (Head Start only)
 - f. Early Childhood and Health Services Unit (Head Start only)
 - g. Family and Community Partnership Unit (Head Start only)
 - h. Program Design and Management Unit (Head Start only)
 - i. Disabilities Plan (Head Start only)
 - j. Career Development/Child Development Associate Plan (Head Start only)
 - k. Transportation Plan (Head Start only)
 - l. Emergency Policies (6 weeks after employment and updated review twice yearly) (Head Start only)
 - m. Staff Development Plan (Head Start only)
 - n. Blood Borne Pathogen Plan (Head Start only)
6. Review the role of Federal, State and local government agencies to include their effect on the center, their availability as a resource and the individual staff's responsibility to representatives of these agencies.
 7. Review use of corporal punishment and isolation as disciplinary measures in Head Start classrooms. (Head Start only)
 8. Review of discipline and behavior management policy and dismissal. (Head Start only)
 9. Review of Southeastern Community Action Partnership's organization structure.
 10. Introduction of new employee to Southeastern Community Action Partnership staff and a tour of agency's facility.
 11. Other items as may be job specifically required.

S. Training

All employees will be given the opportunity to participate in training programs to upgrade their skills and to enable them to pursue career advancement opportunities. Training will be offered in three areas: pre-service, in-service, professional development and academic. Guidance will be provided to staff in developing an individualized staff development plan.

1. *Required Training:* Staff will be notified of required training one month in advance ~~(when possible)~~. Written approval must be obtained from the program director to miss any required training session. ~~Head Start employees must forward a copy of the written approval to the Career Development Specialist immediately.~~
2. *Make-Up Training:* A make-up training day will be scheduled for all required training ~~(when possible)~~. Notification of the training schedule will be sent to all persons that were unable to attend the first session. Written approval must be

obtained from the program director to miss any make-up training session. Staff failing to participate in the make-up training will be required to schedule a training date with the program director, ~~and Career Development Specialist within 10 days of the make-up training date.~~

3. *Failure to Obtain Required Training:* Staff that have failed to attend required training, to attend the make-up training session and who have also failed to schedule make-up training will not be permitted to report to work until the required training has been completed. Said employee shall be placed on leave without pay until said training has been obtained. Continued failure to obtain the required training will result in further disciplinary action up to and including termination of employment.

T. Dress Code

Every employee of Southeastern Community Action Partnership has some contact with the public and therefore represents Southeastern Community Action Partnership in both appearance as well as actions. The properly attired individual will complement the work environment and will reflect an efficient, orderly, and professionally operated organization. Employees are expected to dress in a manner that is normally acceptable in business establishments and suitable for the position for which they were hired. Casual attire will be permitted on Fridays (jeans, no sneakers). The key point to sustaining appropriate casual business attire requires the use of common sense and good judgment and applying a dress practice that Southeastern Community Action Partnership deems conducive to our operations.

No dress code can cover all contingencies so employees must exert a certain amount of judgment in their choice of clothing to wear to work. If an employee experiences uncertainty in defining professional business casual attire or appropriate apparel for the position assigned, he can ask the supervisor or department head for clarification.

Employees reporting to work improperly dressed or groomed will be instructed by their supervisor to return home to change clothes or appropriate corrective action will be taken. The employee will not be compensated during such time away from work. Repeated violations of this policy will be cause for disciplinary action.

U. Payroll Procedure

1. An updated salary schedule listing the salary range of each position within Southeastern Community Action Partnership shall be prepared annually, based on current budgets.
2. Employees are paid bi-weekly. Normal paydays will always be every other Friday.

3. Employees are placed on the payroll by means of a properly executed payroll change notice. This fixes the employee's title, department, rate of pay, and effective date of change in status.
4. To receive pay for any given payroll period, employee must complete a timesheet, which is to be signed by employee and approved by his/her supervisor. Timesheets are due ~~online in the payroll office by~~ no later than 11:00 a.m. on the ~~Thursday prior to payday, following business day.~~ Employees who are ~~repeatedly~~ negligent in presenting an approved timesheet by the established deadline will be subject to disciplinary action.
5. Standard Deductions – The agency is required by law to withhold the following taxes from each employee's wages:
 - a. Social Security and Medicare Taxes
 - b. Federal Income Taxes
 - c. State Income Taxes

In addition Southeastern Community Action Partnership makes contributions to appropriate agencies to provide Workman's Compensation and North Carolina Unemployment Insurance as well as retirement benefits for employees. All taxes and contributions must be reported and remitted regularly in a timely manner.

6. Voluntary Deductions – The following deductions will be made periodically from gross pay at employee's option:
 - c. Optional policy plans-AFLAC and/or Colonial
 - d. Vision Insurance Premium, if family coverage is elected.
 - e. Retirement Plan Contribution
 - f. Dental Insurance Premium
7. An employee who is overpaid or otherwise receives compensation not due him/her will have the amount of overpayment deducted from a subsequent paycheck. In unusual situations, employees will be provided the option to schedule a re-payment plan.

V. Personnel Records

The agency will maintain a separate personnel folder for each employee. Such folders will be classified in two categories: active for current employees and inactive for

former employees. These may be further divided into sub-categories, by departments. Access to information therein is limited to authorized personnel.

1. The personnel file will contain only such information as is needed by Southeastern Community Action Partnership in conducting its business or is required by federal, state or local law. The information normally will include:
 - a. Original Application/Resume
 - b. Reference Checks, if any
 - c. Form I-9 and E-verify documentation
 - d. Medical Report, separate folder
 - e. Results of Tests, separate folder
 - f. Criminal Record Check ~~if any~~
 - g. Signed statement by employee – Policies and Procedures
 - h. Signed statement by employee – OHD/OCD Instruction 33 Corporal Punishment – Head Start
 - i. Copy of written notice of employment and job description
 - j. Copies of all payroll change notices
 - k. Performance Evaluations, including commendations
 - l. Training and career development records ~~(with the exception of Head Start). Training and career development records of Head Start personnel will be maintained in the Head Start office.~~
 - m. Records of formal disciplinary records
 - n. Copy of separation notice, ~~if any~~
2. Each personnel file will be reviewed, as Southeastern Community Action Partnership funds and personnel resources permit, by the HR Department to ensure that the file contains only information that is relevant to the individual's employment with the agency. Each record in the file will be re-examined for accuracy, timeliness, and completeness. Material that is irrelevant, inaccurate, or obsolete will be removed from the file based on federal retention guidelines.
3. Timesheets and leave records will be maintained online in files separate and apart from the personnel files. Such records will be under the control of the Payroll Department and access shall be limited to authorized personnel.
4. The minutes and records of proceedings of the Personnel Committee are considered confidential and shall be kept in a secure place, as will all records of personnel actions taken in grievance procedures, at whatever level.
5. An employee desiring to see his personnel folder shall request written access through the HR Department. All records must be examined in the presence of the employee responsible for maintaining the personnel file. No personnel folder may be removed from the HR Office and or Head Start location.

6. To guarantee the security of the agency's personnel records, all files are kept in one area in the main office. The files are locked during non-working hours or when no one from the HR Department is present. Access to the files is on a need-to-know basis and must be authorized by the HR Director.

W. Retirement Policy

All full-time employees are eligible to receive 4% of their salary as an employer contribution at the end of the 90-day probationary period of employment. Beyond this, the agency will match the employee's contribution, dollar for dollar up to 4% of his/her gross annual salary. While it is anticipated that the matching contribution will remain constant, this must remain subject to the availability of funds. It is the employee's responsibility to contact the HR Department Director should any changes occur which affect his/her policy (i.e.; contribution, name/address change, change in beneficiary, etc).

Nothing herein shall be construed to prevent a participating employee from contributing on a non-matching basis above the percentage Southeastern Community Action Partnership contributes, up to the maximum legal limit. The retirement program is based on a system of flexible annuities issued by a reliable insurance company. The annuity is issued in the name of the employee, with contributions being made bi-weekly.

X. Travel Policy

In carrying out its operations Southeastern Community Action Partnership will generally follow the travel policies outlined in the federal travel regulations (GSA Bulletin FPMR A-40). These regulations are incorporated in the following procedure, which explains the method of reimbursing employees and others for travel expenses incurred in connection with agency-operated programs. A copy of the regulations will be made available to the traveler upon request.

1. In-Area Travel – Persons whose positions require daily or intermittent travel will be reimbursed for local travel expenses upon the presentation of proper documentation.
 - a. Authorization – At the beginning of the program year the department head will prepare a schedule for each employee, which shall serve as the employee's travel authorization during that program year.
 - (1) Allocation – The department head may adjust individual allocations according to need, but the total of all allocations must be within the overall budget figure.
 - b. Legitimate Expenses – Employees must schedule their travel in such a way as to keep mileage within the allocation. Reimbursement may

be claimed only for travel expenses incurred in connection with program operations. The employee's workstation will be the starting point for calculation of all mileage figures or home address whichever is closer to the destination.

- (1) *Agency Vehicles* – When an agency vehicle is assigned or in use by an employee, it is the responsibility of that employee to maintain a travel log for that vehicle. A record should be kept of each trip, along with purchases of gasoline and supplies, as well as any repairs that were required. Normally a charge account is maintained for purchases of gasoline used in these vehicles. Employees of Southeastern Community Action Partnership who obtain gas for agency vehicles are required to sign the gas receipts and include the license tag number of the vehicle on the gas receipts.

(Note: These vehicles may be used only for the purpose for which they were intended, and in accordance with the instructions contained in the federal travel regulations.)

- (2) *Private Vehicles* – Employees who wish to use their own vehicles in carrying out Southeastern Community Action Partnership business will be reimbursed for mileage traveled at the rate shown in the program budget. Employees should utilize available agency vehicles prior to using personal vehicles.
- (3) *Other Expenses* – No reimbursement will be made for the cost of meals or lodging incurred in connection with travel that is within Southeastern Community Action Partnership service area.
- (4) *Reimbursement* – Claims for reimbursement should be submitted monthly, on the standard in-area travel statements. These forms should show point of departure and destination for each trip, as well as odometer readings. They must be signed by the employee and approved by the department head.

2. *Out-Of-Area Travel* – Persons who are required to travel on Southeastern Community Action Partnership business beyond the bounds of the Southeastern Community Action Partnership service area will be reimbursed for their travel expense using the local travel reimbursement form. Travel outside of the service area which requires an overnight stay or that consists of a duration which qualifies the individual for per diem are subject to the following conditions.

- a. Authorization – Prior to any travel requests for authorization and travel advances must be submitted on the Request and Authorization of Office Travel form for approval by the Chief Executive Officer. When the request for out-of-area travel requires an overnight stay and is for the Chief Executive Officer, the Board Chairperson must approve the request.

- b. Authorization for Board Member Travel – Should a funding source or Southeastern Community Action Partnership partner sponsor a training event that is beneficial to members of the Board of Directors, the Agency will follow the guidance provided in section (a) Authorization to document the purpose, primary benefit, number of participants, and advance of funds. Prior to approving out-of-area travel for a Board member, which requires an overnight stay, the meeting documentation, the estimated cost of the trip, and a recommendation of who should attend will be presented to the Board of Directors for approval. The Board Chairperson will then approve the Request and Authorization of Official Travel for processing. Board members who travel for Southeastern Community Action Partnership are required to adhere to the Out-of-Area travel policy, in its entirety, and must file all applicable reports as required.

The following factors will be considered in reviewing travel requests:

- (1) Purpose – Attendance at meetings, conferences, conventions, and symposia will be limited to programs where (1) there is a direct benefit to the achievement of an objective related to Southeastern Community Action Partnership mission and (2) the fees are comparable with actual costs.

- (2) Primary Benefit – Attendance will be authorized only when the primary benefit is to Southeastern Community Action Partnership, rather than the employee, parent, and/or Board member. There should be a direct relationship to the position held by the employee, parent, and/or Board member in Southeastern Community Action Partnership and the purpose of the travel request.

- (3) Number Of Participants – The number of participants from Southeastern Community Action Partnership will be limited to the minimum required to meet program objectives or to relate the information obtained where the purpose of the

meeting is the dissemination of information relevant to achievement of the agency's mission.

- (4) *Advance Of Funds*– Funds will be advanced for upcoming travel only upon receipt of a completed request for travel advance approved by the Chief Executive Officer. Travel advances generally include per diem, lodging, and transportation expenses-mileage, taxi, and/or parking. Employees will receive advancement via direct deposit. Lodging expenses will be pre-paid on an agency credit card.
- c. *Legitimate Expenses* – Grant funds may be used to defray all expenses that are considered essential to the trip. They may not be used to reimburse travelers for costs incurred for travel which violates regulations or grant conditions.
- (1) *Mileage Rates* – The approved rate of mileage traveled is that which is shown in the program budget. This may be lower than the maximum current rate permitted by federal travel regulations.
 - (2) *Transportation Expenses* – Transportation expenses include commercial bus, air, rail or boat fares and are reimbursable in addition to the per diem allowance. They also include local transit system and taxi fares and other special conveyances, including fees for parking and so forth. Less than first-class travel accommodations shall be used in all instances except the following:
 - (a) These accommodations do not exist or are not available within a reasonable time.
 - (b) Less than first-class would result in higher overall cost because of required routing, time urgency, baggage differential or other factors.
 - (c) Physical conditions of the traveler or other extenuating circumstances require use of first class. A certified physician's note must be presented prior to arrangements being made.

(Note: The reasons for traveling first class must be shown on travel vouchers submitted for reimbursement.)

- d. *Eligibility Period* – Official travel begins at the time an employee leaves his home, office or other authorized point of departure and

ends when the traveler returns to his home, office, or authorized point at the conclusion of the trip.

- (1) *Travel of 12 Hours or Less* – Per Diem will not be allowed for travel of 12 hours or less in the same calendar day.
- (2) *Travel of More Than 12 Hours* – If lodging is not required the per diem allowance will be 75% the subsidy rate applicable to the temporary duty assignment.
- (3) *Day of Departure* – When lodging is required on day of departure the per diem allowance will be based on the time spent in transit plus the actual cost of lodging. For travel of 12 or more hours, 75% of the per diem will be provided. For travel less than 12 hours, per diem will not be provided.
- (4) *Full Calendar Day Of Travel* – Calendar day means the 24-hour period from midnight to midnight. For each full calendar day that the employee is on business travel and lodging is required the actual cost of lodging incurred by the traveler will be added to the applicable meals and incidentals rate. 100% of the per diem allowance will be paid for full calendar day of travel.
- (5) *Day Of Return* – For the day travel ends the per diem allowance will be based on the time spent in transit. For travel of 12 or more hours, 75% of the per diem rate will be provided. For travel less than 12 hours, per diem will not be provided.

e. *Per Diem Allowance* – Per diem is an allowance for daily expenses. Southeastern Community Action Partnership will reimburse employees, board members, ~~consultants~~ and other approved individuals for authorized travel outside Southeastern Community Action Partnership service area, except when the traveler has been authorized to claim actual expenses for lodging and meals and incidentals. Per diem rates shall be based on the latest publication of the Federal Travel Regulation.

- (1) *Maximum Daily Rate* – The maximum daily per diem rates are listed in the Federal Travel Regulations at www.gsa.gov. The rates include per day maximums for meals and incidentals. Departmental rates may vary.
- (2) *Other Expenses* – Travelers will be reimbursed for the actual cost of transportation (air, bus, train, etc.), taxi fares, tolls,

parking fees, telephone calls, registration fees and other expenses incidental to the purpose of the trip.

- f. Reimbursement– Local travel claims must be submitted on the Statement of Expense for Local Travel form and must be signed by the traveler and have the approval of the Department Head. Claims for out-of-area travel expenses must be submitted on the Statement of Expense for Outside Travel and must be signed by the traveler and supported by the appropriate documentation. The form should be approved by the department head, the Chief Executive Officer, and the Chief Financial Officer. All travel forms should be submitted within 15 days after travel has been completed.
- (1) *Documentation* – The traveler must submit receipts for lodging costs, as well as for expenses involving any form of travel by public carrier (airplane, bus or train).
- (a) *Lodging* – Receipts shall be required to support all lodging costs for which an allowance is claimed.
- (b) *Transportation* – Receipts shall be required to support reimbursement claims for transportation expenses in all cases except for use of local transit systems. The travel voucher claiming reimbursement for transportation expense must show a ticket number, carrier name, accommodations used, origin and destination of travel and the agent's valuation of the transportation ticket.
- (c) *Itemization* – When travel is approved on actual subsidy expense basis, the traveler shall itemize on the travel voucher each expense for which reimbursement is claimed.
- (d) *Time Determinations* – The date and hour of departure and of arrival must be shown on the travel voucher. The hour of departure and arrival will be those of the standard time in effect at the place involved.
- (2) *Program Year* – When program personnel are in a travel status through the ending date of a program year and into a new program year, the costs of their transportation shall be charged to the period in which the tickets for the travel were purchased.

Z. Rental Car Policy

1. **STATEMENT OF POLICY** - All SCAP employees must be pre-approved drivers of SCAP prior to operating a company vehicle or arranging long distance travel.
 - a. Authorization - The employee must complete the travel rental car justification form and submit to their Department Director for approval. After the Department Director has approved, the form will be submitted to the CEO for final approval and signature.
 - b. Cost Effectiveness - Rental vehicles may be used when it is the most cost-effective means of transportation for SCAP business related travel. The vehicle should be reasonable in terms of size and type based on the number of employees traveling and their cargo.
2. **DRIVERS** -Drivers must be 18 years of age or older, SCAP employee and maintain a valid driver's license.

3. **VENDORS (Page 85)**

Please see attached list of optional vendors.

4. **PAYMENT** - The traveling employee should request an estimate from the rental vendor. This estimate will be used as justification for funds needed for the use of the rental vehicle. The employee should submit a request to their immediate supervisor for approval. Once approved the employee should contact the rental agency to make reservations for the vehicle and submit a holding fee on the company's purchasing/credit card.

5. **VEHICLE RENTAL DOCUMENTATION**

Rental documentation should be retained for processing and reconciliation in accounts payable. Include the original vehicle agreement. The estimate and receipt should contain the following information:

Employee's name

Rental Dates

Vendor Name

Amount Paid

Form of Payment

Statement of traveling employees (requesting employee should provide)

6. **VEHICLE CLASSES**

Employees should rent the standard class vehicle. A larger vehicle may be required for three or more employee passengers' justification must be provided

for payment and/or reimbursement. Only individuals traveling on official SCAP business should be counted in the passenger number. View the rental agencies Car Rental Industry Codes to determine the type/size of vehicle and additional services rendered, that are typically coded on the car rental agency agreements.

7. **FUEL**

The employee should use a company credit card to fuel the rental vehicle. If the employee does not have a company credit card, funds should be requested and provided to the employee prior to the date of travel for fueling of the vehicle. The vehicle must be returned to the rental agency with the exact amount of fuel at the time of purchase. If the employee returns the vehicle to the rental agency without re-fueling, cost associated will be at the employee's expense.

8. **INSURANCE**

The rental agency should offer basic collision damage and liability insurance on the rental vehicle. Secondary insurance is not required of SCAP. Prior to renting, the employee should verify the agency's insurance policy. If the rental agency does not offer collision and liability insurance, it must be purchased from the rental agency. The purchase of insurance should be outlined and retained in the vehicle rental documentation.

SCAP does not insure coverage of personal items left in rental vehicles. The employee is held liable for ticket issuance occurred while traveling. (i.e. parking violations, speeding tickets etc.) SCAP is not responsible for payment of tickets received while traveling on SCAP official business.

9. **OTHER EQUIPMENT AND SERVICES**

Equipment such as GPS systems and roadside assistance will not be provided or reimbursed by SCAP.

10. **Luxury Vehicle Leases**

The Agency is prohibited from leasing luxury vehicles.

AA. Use of Agency-Owned Equipment

Theft or unauthorized possession of Southeastern Community Action Partnership property is strictly prohibited. Removal of Southeastern Community Action Partnership property, including documents, from the premises without prior permission from management will result in disciplinary action. The unauthorized use of Southeastern Community Action Partnership equipment, including vehicles, cellular phones, copiers, and computer equipment and other agency equipment for strictly personal reasons or for the purpose of personal gain is prohibited. Southeastern Community Action Partnership

equipment, including vehicles, cellular phones, copiers, and computer equipment will not be provided to members of the Board of Directors or its officers.

BB. Work Schedules

Each department will prepare a work schedule for its employees designating (a) days of the workweek; (b) hours to be worked each day; (c) starting and stopping times; (d) rest periods; (e) meal breaks; and (f) total hours in the workweek. Work schedules for employees vary throughout Southeastern Community Action Partnership. Supervisors will advise employees of their individual work schedules as approved by the Chief Executive Officer. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week. On a case-by-case basis employees may be allowed to vary their starting times. Schedules will conform to budgetary limitations and must be approved by the Chief Executive Officer.

1. Schedule Approval - Work schedules must be established and approved for each employee. The supervisor, department head and Chief Executive Officer must approve schedules. Any deviation from the approved schedule must be approved in advance. Agency wide deviations may only be approved by the Chief Executive Officer.
2. Division of Time – For reporting purposes each hour of the day is broken down into intervals of 15 minutes each, starting on the hour and on the quarter hour. Hours worked are to be reported in like manner.
3. Bobtail Shifts – Employees reporting to work late or leaving early will reduce their working hours accordingly. Late arrival or early departure may be excused when the time involved is ten minutes or less.
4. Meals – Lunch periods are mandatory and will vary from 30 minutes to one hour depending upon the standard work schedule for non-exempt employees. Time for all meal periods will be deducted from total working hours except for those employees whose lunch period is considered an integral part of the workday such as Head Start Center employees.
 - a. The lunch period is an integral part of the workday for Head Start Center personnel. However, during training and on planning days, Head Start center personnel will take a 30 minutes lunch break and the normal work schedule will be amended to coincide with the agency wide schedule.

5. Breaks – Employees are entitled to two 15-minute breaks and one lunch period of 30 minutes throughout the workday. Time more than 15 minutes for each break will be deducted from total working hours. (This does not apply to the Head Start Center employees.)
6. Early Departure – All staff are expected to remain at the workstation during the hours reflected on the approved work schedule. In case of emergency or if a need arises that requires that an employee leave the workstation early, permission must be obtained from the employee’s immediate supervisor. Once permission has been granted, said employee must note the absence on their timesheet, sign out utilizing the sign-in/sign-out log. Failure to comply will result in disciplinary action being taken up to and including termination.

CC. Whistleblower/Complaint Resolution Policy

In keeping with the policy of maintaining the highest standards of conduct and ethics, Southeastern Community Action Partnership (SCAP) will investigate complaints of suspected fraudulent or dishonest use or misuse of its resources or property by staff, board members, consultants, volunteers, or clients. To maintain the highest standards of service, SCAP will also investigate complaints concerning its programs and services.

Staff, board members, consultants, volunteers, clients, and community members are encouraged to report (written format) suspected fraudulent or dishonest conduct or problems with services provided, pursuant to the procedures set forth below. This policy supplements, and does not replace, any procedures required by law, regulation, or funding source requirements.

Reporting: A person’s concerns about possible fraudulent or dishonest use or misuse of resources or property, or program operation, should be reported to the Chief Executive Officer (if an employee, volunteer, client, or community member), to the Chairperson of the Board of Directors (if a board member or the Chief Executive Officer), or to the Chairperson of the Personnel Committee of the Board of Directors (if it is the Board Chairperson). If, for any reason, a person finds it difficult to report his concerns to such person, he may report the concerns directly to the Chief Executive Officer and/or the Chairperson of the Board of Directors. Alternatively, to facilitate reporting of suspected violations where the reporter wishes to remain anonymous, a written statement may be submitted to one of the individuals listed above.

Investigation: All relevant matters, including suspected but unproved matters, will be promptly reviewed, and analyzed, with documentation of receipt, retention, investigation, and treatment of the complaint. Appropriate corrective action will be taken, if necessary, and findings may be communicated to the reporting person and his supervisor, if appropriate. Investigations may be conducted by independent persons such

as auditors and/or attorneys. Investigators will endeavor to maintain appropriate confidentiality, but confidentiality is guaranteed.

No Retaliation: No director, officer, employee, volunteer, or client who in good faith reports suspected fraudulent or dishonest use or misuse of its resources or property or complaints concerning the services it provides and programs SCAP runs shall suffer harassment, retaliation, or adverse employment or other consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower/Complaint Resolution Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization. The Policy is in addition to any non-retaliation requirements contained in the SCAP Administration Personnel Policies and Procedures or required by laws.

This protection from retaliation is not intended to prohibit supervisors from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance-related factors. Individuals making complaints must be cautious to avoid baseless allegations; employees who intentionally make false allegations are subject to disciplinary action in accordance with the SCAP Personnel Administration Policies and Procedures.

DD. Health and Safety

1. All employees will be provided safe and sanitary working conditions
2. Some employees by the nature of their duties are required to meet certain health standards and must pass a physical examination periodically in order to qualify for their positions.
3. When efficiency or program effectiveness is unduly affected by the health of an employee the agency reserves the right to ask for a physical examination by a qualified physician. If an employee with a disability requires an accommodation to perform the essential functions of his/her position, the employee should speak to the HR department. Southeastern Community Action Partnership is committed to engaging in the interactive process and to complying with the Americans with Disabilities Act, as amended.
4. An employee who is on sick leave ~~three (3) (five (5))~~ consecutive days will be required to produce a certificate from a physician before returning to work.

5. An employee whose health or demeanor poses a hazard to the welfare or safety of clients, other employees or himself shall not be permitted to remain at work.
6. Employees who report to work under the influence of alcohol or other drugs or partake of such drugs during working hours are subject to immediate dismissal.
7. Employees who use, brandish, or possess any potentially lethal item or substance on agency premises is subject to immediate dismissal.
8. Harassment of clients or employees in any manner is expressly forbidden and will be dealt with through disciplinary action appropriate to the severity of the offense. This applies to all employees.

EE. Performance Evaluation System

Periodically Southeastern Community Action Partnership will assess employee performance to help ensure that the various elements of the organizational structure are fulfilling their roles in a satisfactory manner. Also, the system is expected to promote individual growth by helping to foster initiative, encourage imagination, develop a sense of responsibility, and attain individual goals.

Performance evaluation is designed to achieve the following practical objectives: (a) improvement in performance of job now held; (b) development of individual potential; (c) indication of employee progress; (d) measurement of need for further experience or training; and (e) calculation of need for organizational changes. The following procedures are designed to achieve these objectives:

1. A standard evaluation form and rating scale will be used for all employees.
2. Criteria for evaluation include employee's job description, performance standards and the Administrative Policies and Procedures, plus any individual goals that have been established.
3. Once during each program year employee's performance will be evaluated by the immediate supervisor. Interim evaluations may be performed, as the agency may deem necessary.
4. Each evaluation is subject to review by the department head to ensure fairness and objectivity.

5. The employee will have an opportunity to review and sign the evaluation before it is placed in the personnel file. Signature will not denote approval, only that the employee has seen the evaluation.
6. Performance evaluations are considered confidential and will remain a part of the employee's personnel file. They may be reviewed at the request of the employee or upon the request of the Chief Executive Officer.

In addition to the above, the evaluations will serve to justify the need for (a) promotion, (b) demotion, (c) retention, (d) transfer, (e) termination, (f) testing, (g) training, or (h) other organization demands.

GG. Complaint Procedure

This procedure is designed to handle complaints that are based on allegations of discrimination or civil rights violations. It is available to anyone who believes that he/she has received less than equitable treatment due to some action on the part of the local agency.

1. *Agency Policy* – The basic responsibility for ensuring compliance with civil rights statutes rests with the agency. In carrying out its commitments under contracts with the federal government and others, the agency is obligated to abide by relevant federal and state law. It will not knowingly subject any individual to discrimination on the grounds of age, color, disability, race, sex, marital status, national origin, or political or religious affiliation.

This non-discrimination policy in the matter of assignment, demotion, employment, layoff, promotion, recruitment, transfer, or termination. Through advertisements and by other means it will make the public aware of the fact that it is an equal opportunity employer.

2. *Freedom from Retaliation* – The agency will not in any way coerce, intimidate or threaten an individual, or otherwise interfere with his/her rights, because of the fact that he/she filed a complaint. Nor will it subject any individual to adverse action of any type because he/she assisted, participated, or testified in any hearing, investigation or proceeding connected with or resulting from a complaint.
3. *Informal Process* – Complaints should be made to the Chief Executive Officer of the agency, as soon as possible. The complaint must be in the form of a dated and signed written statement, specifying the nature of the alleged discrimination.

- (a) *Investigation* – The Chief Executive Officer or his/her designee will conduct a thorough investigation to determine the facts and make every effort to resolve the complaint as expeditiously as possible.
- (1) *Confidentiality* – The identity of the complainant will be kept confidential, except to the extent necessary to carry out the purpose of the complaint, including the conduct of preliminary inquiries or investigations.

II. Disciplinary Action

To assure an orderly and efficient operation the Agency reserves the right to exercise disciplinary action to the extent necessary. The purpose of disciplinary action is to correct conditions detrimental to the Agency or its programs.

Employees will be held accountable for their actions.

Disciplinary action may be instituted against an employee for any breach of the Agency's Policies and Procedures or for the exercise of poor judgment. The following list is not exhaustive but provides examples of some of the violations that could result in disciplinary action, up to and including termination.

1. Communication of threats
2. Acts of physical violence (assault)
3. Theft of agency property and/or funds
4. Misappropriation of agency property and/or funds
5. Intentional damage of agency property
6. Falsification of official documents
7. Insubordination
8. Lying to the Board of Directors or Board Committees
9. Unauthorized use of agency property and/or funds
10. Falsification of client eligibility, personnel records
11. Violation of confidentiality
12. Participation in unlawful political activities
13. Participation in unlawful demonstrations, unlawful social media posts
14. Unauthorized outside employment
15. Conviction of a felony
16. Willful destruction of agency records
17. Forgery of staff or client signatures
18. Absence without leave or notice
19. Falsification of travel itinerary and documents
20. Discourteous actions to clients, parents, and/or staff
21. Evidence of drinking or use of illegal drugs on job
22. Fire-arms or other weapons on job site
23. Excessive tardiness
24. Sexual harassment

25. Violation of smoking policy
26. Failure to report suspected child abuse, neglect and/or dependency
27. Performance of any act of child abuse or neglect
28. Failure to comply with NC Child Daycare Rules and Regulations
29. Inappropriate disciplinary action against a child
30. Failure to meet performance standards
31. Failure to meet requirements and qualifications of job description
32. Inappropriate communication with Board members
33. Other serious infractions of agency policy.

The following types of disciplinary action are available to the Agency for use as appropriate. The Agency has no obligation to implement these actions consecutively and reserves the right to impose appropriate discipline, up to and including termination, without first implementing less severe types of discipline.

1. *Verbal Warning*– A cautionary notice in writing to an employee advising of a breach in the official code governing employee conduct, ordinarily used for the first occurrence of a minor infraction.
2. *Written Reprimand*– A formal rebuke in writing to an employee citing a breach of significant proportions in the code of conduct may also be used for repeat occurrences of minor infractions.
- 2.3. *Performance Improvement Plan*– A formal plan in writing to give the employee with performance deficiencies the opportunity to succeed. It is used to address failures to meet specific job goals or to ameliorate behavior-related concerns. PIP's usually last 30, 60 or 90 days, depending on how long it would reasonably take to improve the specific issue.
- 3.4. *Suspension* – Enforced removal of an employee from active duty without pay when employee's presence at work is deemed a hazard to himself or others, a handicap to the Agency or gross misconduct. Agency may at its discretion use suspension in lieu of dismissal when action seems warranted.

Employees indicted for a crime of a serious nature will be subject to suspension that may remain in force until the case is resolved. Acquittal will result in reinstatement; conviction of a serious crime may result in termination. Conviction for a misdemeanor will call for a review, with reinstatement an option on the part of the Agency or federal funders.

Employees who are accused of any mistreatment or failure to report mistreatment of child (items 26, 27, 28 or 29) will be subject to suspension until a thorough investigation has been completed. Employees found responsible for any of the infractions referenced herein will be subject to adverse disciplinary action including termination.

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- 4.5. Termination – Infractions of rules and regulations as described herein will be grounds for termination, as will other instances of gross misconduct. Inability to successfully and consistently perform the tasks associated with a position, will also be grounds for such action. An employee who proves a liability to the Agency or whose conduct on or off the job is detrimental to the operation shall likewise be subject to termination.

In every case of disciplinary action, a notice of the action taken or contemplated will be forwarded to the employee involved. Action involving suspension or termination may be taken only with the recommendation by the HR Director and approval of the Chief Executive Officer. The Improvement and Case of Termination Procedure will be followed in administering corrective or disciplinary action to ensure that actions taken against an employee are justified and documented.

JJ. Reduction-In-Force Procedure (RIF)

Conditions may arise which will force a curtailment of operations and thereby necessitate a decrease in the work force. When this occurs, the agency will seek to carry out the changes in an equitable manner and to provide assistance to employees who will be affected.

Any one of the following could possibly result in a reduction-in-force: (1) change in work program; (2) decrease in funding level; (3) discontinuation of program; (4) lack of adequate work; (5) reorganization; or (6) shortage of funds.

This section outlines the procedures to be used in determining the placement rights of employees affected by a reduction-in-force.

1. Basic Alternatives – Prior to implementation of the reduction-in-force procedure, the agency will attempt to accomplish the reduction through attrition or by means of re-assignment, if possible. Employees in the department or program being cut back or defunded may be offered the opportunity to retire. Also, they may be offered the opportunity to transfer, provided there is a position open, and they have the required necessary qualifications. In addition, employees may be encouraged to take advantage of outside opportunities.
2. Designation of Categories – Within each department or program there are groups of employees who occupy like positions (i.e., positions with the same title), each of which constitutes a separate category. When a department or program is scheduled to be cut back or defunded, a decision shall be made by program management as to which category or categories will be affected. Also, a decision shall be made as to how many positions will be eliminated.

3. Budget Modification– The budget for the department or program will be reviewed to incorporate the proposed changes in a way that will reflect the anticipated reductions and new staffing pattern. Approval of the revised budget will be obtained in the usual manner and in accordance with the procedures governing such matters.

4. Criteria for Selection – Decisions as to which employees will be laid off will be based on a point system, with each employee in a given category receiving a total score for rating purposes. The following criteria will be uniformly used in the rating process.
 - (a) Knowledge, Skills, Abilities This criterion will equal 10% of the individual rating form. Employees will be assessed on their knowledge, skills and abilities (interpersonal skills, communication, job knowledge, etc.)pertaining to their respective position.
 - (b) Performance – This criterion will equal 65% of the individual rating form. Employees will be rated on the achievement of pre-set goals, performance evaluations, quality performance, adherence to policy, program compliance standards, efficiency and effectiveness in completing the job. Point deductions will be given if the employee has received any disciplinary action within the last 12 months.
 - (c) Seniority – This criterion will equal 10% of the individual rating form. Employees with 15 or more years of service will receive 10 points, five to 14 years of service will receive 5 points.
 - (d) Education, Certifications, Training – This criterion will equal 15% of the individual rating form. Additional points will be given to employees with more qualifications than the job requirements.

5. Rating Process – The department head will rate all employees in each category slated for reduction and assign a score to each. The score for each employee will be compared to the scores for all others occupying the like positions. Those employees who have the lowest scores shall be the ones recommended for lay-off in that particular category.

6. Policy Council Review – When the prospective action concerns a Head Start employee, the matter will be referred to the Head Start Policy Council for consideration and a decision by that body indicating approval or disapproval based upon the recommendation of the Head Start Director after completion of the rating process. The Head Start Policy Council must concur in the recommendation before any final action can be taken with respect to reduction-in-force. In actions of this type, the decision of the Head Start

Policy Council should only be based on whether the RIF procedure has been properly implemented.

7. Final Review – The Chief Executive Officer will review the recommendations from the department head, together with the decisions of the Head Start Policy Council (only for Head Start employees) and make a determination as to which employees in each category slated for reduction will be terminated. Determinations will be made solely on the basis of data that can be substantiated through official agency records.
8. Notice of Reduction-In-Force – A letter will be forwarded to each employee affected. The agency will normally notify the employees 30 days prior to the scheduled date of RIF.
9. Callbacks – If discontinued positions are re-activated within six (6) months, employees who formerly occupied these positions will be recalled in accordance with the priorities previously established through the rating process. The employee with the highest rating will have priority, the employee with the second highest rating next priority, and so forth.
10. Vacancies – RIF individuals are encouraged to apply to SCAP vacancies. The agency will give first consideration to employees terminated via a RIF when filling a vacancy in an existing or newly created position. However, to be assured proper consideration the employee must: (a) submit an application in writing and (b) show that he/she has the required qualifications expected of a person who would fill the position applied for. **The requirement that only qualified persons will occupy agency positions cannot be waived in situations such as this.**

KK. Termination Policy

An employee's period of service with the agency may be terminated either voluntarily or involuntarily, depending on the circumstances. The Agency and the employee have the right to terminate the employment relationship at will.

1. Voluntary Termination – The procedure for voluntary termination is as follows:

- (a) *Letter of Resignation* – The employee should forward a written notice to the supervisor, ~~or~~ department head, ~~and/or~~ HR at least two weeks prior to date of termination, if possible.
- (b) *Notice of Termination* – The supervisor will forward a notice of termination to the department head as soon as it is confirmed the employee is leaving or has quit. The Department head will forward to HR (if applicable),
- (c) *Payroll Change Notice* – ~~HR~~Department head will issue a payroll change notice, secure the Department Heads, Accounting, Operations and Chief Executive Officer's approval, ~~and forward to the accounting department.~~
- (d) *Preparation of Forms* – ~~HR will make the necessary changes and forward to t~~The Accounting department for processing. The Accounting department will prepare the employee's final paycheck for issuance on the first regular payday after termination. Summer pay will paid in the subsequent payroll cycle.
- (e) *Transmittal of Payroll Check* – Payment will be made after employee has satisfied all obligations to the agency:
 - (1) Delivery of agency files and records
 - (2) Return of agency property
 - (3) Satisfaction of all financial obligations

2. Causes for Voluntary Termination – The following reasons for termination are classified as voluntary.

- (a) *Surrender of position*– An employee will be considered to have surrendered his/her position under for any one of the following circumstances:
 - (1) *Absenteeism* – An employee absent from work for ~~three~~three to five or more consecutive days without notice or prior authorization surrenders his/her position.
 - (2) *Desertion* – An employee who walks off the job for no apparent reason and remains off the job for 48 hours or more without notifying his supervisor automatically surrenders his/her position.

- (3) *Failure to Report* – A newly hired employee who fails to report to his assigned workstation on the designated date and time without notice to the supervisor and/or HR automatically surrenders his/her position.
 - (b) *Self-Induced* – An employee may terminate his employment through either of the following methods.
 - (1) *Cancellation* – An employee may cancel an agreement to accept a position or carry out certain functions through proper notice to his/her supervisor and/or HR.
 - (2) *Resignation* – An employee may resign from his position at any time by giving two weeks' notice to his supervisor, Department Head and/or HR. The notice should be in writing.
3. *Involuntary Termination* – The agency is required to maintain an environment conducive to the efficient operation of programs. Each employee is expected to contribute to this effort by (1) complying with agency rules, (2) meeting performance standards, and (3) helping to facilitate operations through a positive attitude.

When the employee fails to meet these requirements, the supervisor will point out any deficiencies or infractions that might have occurred. If appropriate the supervisor may also outline ways in which the situation may be corrected or improved and offer assistance and support through regular performance meetings and/or Performance Improvement Plan (PIP).

If the employee is afforded a PIP second chance and correction or adequate improvement is not made promptly, the supervisor will follow up with additional disciplinary action, including termination, which may or may not include a corrective action plan. A PIP corrective action plan may but does not necessarily will include: (1) applicable rules and standards; (2) deficiencies or shortcomings; (3) ways to bring about correction or improvement (performance improvement plan); (4) an offer of assistance and (5) a description of the kind of help the employee can expect. The PIP memorandum will also include a statement to the effect that adverse action may be necessary if correction or improvement is not shown within a specified time (usually 6 weeks).

(Note: the preceding process applies only to routine deficiencies or infractions. In the case of serious infractions, the agency will institute immediate termination procedures, as outlined.)

- (a) *Administrative Review* – The supervisor will forward their recommendation, together with the necessary documentation, to the department head.
- (1) The department head will meet with the HR Director to review the documentation and decide on the proper course of action. If the decision is to terminate, a notice of proposed adverse action will be prepared.
 - (2) ~~If the decision is to suspend or terminate employment, the Department Head will draft a recommendation for termination. A copy of the notice of proposed adverse action will be sent to the employee. The employee will have the opportunity to reply and may send a copy of the reply to any and all of the reviewing authorities. This reply will be considered by the reviewing authorities in arriving at a decision.~~
 - (3) All proposals for adverse action such as suspension or termination must be referred to the Chief Operating Officer and Chief Executive Officer for approval or disapproval before they can be implemented.
 - (4) If the employee involved is a Head Start employee, the notice of proposed adverse action will be forwarded to the Head Start Policy Council for approval or disapproval. Upon approval by the Council, it will be forwarded to the Chief Executive Officer.
- (b) *Notice of Termination* – Once the necessary approval has been secured, a notice of termination will be prepared, and a meeting will be scheduled with ~~forwarded to~~ the employee.
- (c) *Termination Process* ~~—The notice of termination is forwarded to the department head.~~
- (1) ~~HR~~ ~~The department head~~ will issue a payroll change notice, secure the Department Head, Accounting, Operations, and the Chief Executive Officer's approval, and forward to the accounting department.

- (2) HR will make the necessary system changes and forward to the accounting department. The Accounting department will prepare the employee's final paycheck for issuance on the first regular payday after termination. PTO pay-out will be forfeited if employee is terminated with cause or violation of agency policy.
- (3) Transmittal of paycheck will be made after employee has satisfied all obligations to the agency.
 - a. Delivery of agency files and records
 - b. Return of all agency property
 - c. Satisfaction of all financial obligations

4. Causes for Involuntary Termination – The agency will be compelled to institute corrective action when it is found that the employee has failed to meet and/or adhere to established rules and standards. In some cases, repeated infractions can lead to termination and in other cases immediate termination is appropriate.

Any one of the following conditions is considered cause for termination or action leading to termination.

- (1) *Death* – The death of an employee will result in automatic termination, effective immediately.
- (a) *Moral Turpitude* – An employee found responsible for one or more of the following may be subject to immediate dismissal. (Moral turpitude is defined here as conduct done knowingly contrary to justice, honesty, and good morals.)
 - (1) *Duplicity* – Deliberate deceptiveness or cover up of mistakes or faulty work.
 - (2) *Extortion* – Use of bribery or political pressure to secure the advantage.

- (3) *Fraud* – Cheating or deliberate deception to secure unfair or unlawful gain. Misleading statements or allegations.
 - (4) *Misrepresentation* – Falsification of records, giving of false testimony or omission of pertinent facts.
 - (5) *Theft and Pilferage* – Unauthorized removal or possession of property belonging to the agency, the government, or another employee.
- (b) *Performance* – An employee found responsible for one or more of the following may be subject to disciplinary action appropriate to the nature of the offense. Offenses and repeat offenses, may be considered cause for termination.
- (1) *Absenteeism and Tardiness* – Chronic absenteeism and/or chronic tardiness will not be tolerated. Continuation of this offense (absenteeism or tardiness) after it has been brought to employee’s attention will be sufficient cause for suspension or termination.
 - (2) *Dereliction to Duty* – Abandonment of post or willful neglect of duty or obligation.
 - (3) *Failure to Meet Performance Standards and Job Description Requirements* – Inability or unwillingness to carry out assignments or meet reasonable performance standards and position qualifications/requirements.
 - (4) *Insubordination* – Refusal to complete tasks or perform work as directed.
 - (5) *Malfeasance* – Abuse of Privilege – Disclosure of confidential information – Improper or unethical conduct.
 - (6) *Outside Employment (Moonlighting)* – Work at an outside job which adversely affects the employee’s performance, SCAP operational hours and/or professional reputation is expressly prohibited. Employees must a secondary work form and submit to HR for approval.
- (c) *Threats to Health and Safety* – An employee who through his/her actions or presence poses a threat to the health or safety of others will be subject to disciplinary action which may lead to termination. In certain situations, immediate termination is appropriate. In others repeat offenses will be considered cause for termination.

- (1) *Alcohol and Drugs* – Employees who report to work under the influence of alcohol or drugs, or partake of such drugs during working hours, are subject to immediate termination.
 - (2) *Fighting on Premises* – Fighting on agency premises at any time is expressly prohibited.
 - (3) *Intimidation* – Coercing, intimidating or threatening employees at any time is expressly prohibited. Intimidation of clients or enrollees is strictly prohibited and will not be tolerated.
 - (4) *Lethal Items* – Brandishing, possession or use of any potentially lethal item or substance on agency premises at any time is cause for immediate termination.
 - (5) *Violence* – Acts of violence which might result in personal injury or property damages are expressly prohibited.
- (d) *Violations of Rules and Regulations* – An employee who violates the law or agency rules and regulations will be subject to disciplinary action, up to and including termination. Examples are listed below.
- (1) *Acceptance of Gifts and Gratuities* – Acceptance of gifts or gratuities from persons receiving benefits or services from the agency or performing services under contract, or otherwise in a position to benefit from employee action, is expressly prohibited.
 - (2) *Conflict of Interest* – It is agency policy to avoid contracts or transactions with any firm or individual in which an employee or board member has a substantial interest. This does not preclude conducting business with such a firm on a strictly competitive basis or when there is no other convenient source of supply. In such event, the contract or transaction must be approved by the Board of Directors.
 - (3) *Discrimination* – In carrying out their duties employees will observe civil rights laws and regulations. Deliberate discrimination will be considered cause for termination.

- (4) *Gambling* – Conducting gambling activities while on the job is expressly prohibited.
- (5) *Indictment for a Criminal Act* – An employee who is indicted for a criminal act may be subject to suspension without pay. Conviction of any criminal act may be grounds for termination.
- (6) *Political Activity* – An employee may not undertake the following actions in his/her official capacity with SCAP (a) nominate a candidate for office; (b) influence an election or affect the result thereof; (c) advise or coerce anyone to make political contributions; or (d) take part in political campaigns.
- (7) *Professional Conduct* – Employees are expected to conduct themselves in a manner that will reflect favorably upon the agency. They will show respect to clients and colleagues and tolerate differences of opinion. They will share information with fellow workers and mutually support each other in their daily activities.
- (8) *Public Relations* – Employees should be especially aware of their conduct outside the agency and its potential effect on the agency to include actions on social media. Conduct of a criminal or dishonest nature, and/or drug/alcohol abuse, will be considered as cause of termination.

LL. Hearing and Resolving Community Complaints

It is the goal of Southeastern Community Action Partnership Inc., to operate effective and efficient programs that help to bring about improvements throughout the service area. To assure community satisfaction, the following procedure has been developed to provide guidance in effectively resolving community complaints. All complaints and or grievances should be reported to the Department Head. If the situation cannot be resolved by the Department Head, the person has the opportunity to file an official complaint and or grievance to the Chief Executive Officer for resolution.

1. *Notice of Complaint* – Community complaints are to be filed in written form and presented to the Chief Executive Officer for review. Persons filing the complaint must provide the following information:
 - a. Date
 - b. Name, address, and telephone number;
 - c. Nature of complaint with brief explanation; and

- d. Recommendation to satisfactorily resolve the matter.
2. Verification of Receipt – The Executive Administrator shall stamp each complaint received with the date stamp and will log the pertinent information into the Mail Log.
3. Chief Executive Officer's Review – The Chief Executive Officer or his/her designee investigate the complaint and establish strategies to resolve the problem. Should the complaint be a Head Start issue, the complaint will be forwarded to the Chairperson of the Head Start Policy Council.

MM. Impasse Procedure

The revised Head Start Performance Standards, as published in the Federal Register on November 5, 1996, reflects the functions of the Head Start Policy Council and the Board of Directors. The operation of the Head Start Program requires that governance and management functions in the areas of planning, general procedures and human resources be approved by the governing body and the policy committee. Therefore the Impasse Procedure was designed to provide guidance and assistance in resolving conflicts between the Board of Directors and the Head Start Policy Council on issues which require the approval of both entities.

1. Impasse Resolution Committee – An Impasse Resolution Committee shall be appointed annually. The committee shall be composed of three (3) representatives from the Board of Directors, three (3) representatives from the Head Start Policy Council and at least one objective, disinterested third party. The third-party representative shall serve as the chairperson of the proceedings. A listing of persons willing to serve in this capacity shall be presented annually to the Head Start Policy Council and Board of Directors for approval annually. All members shall serve a one-year term or until the committee is reorganized. Agency representatives including, but not limited to, the Chief Executive Officer and Head Start Director, will represent the agency at Impasse Resolution Committee meetings. All persons serving on this committee shall be of good reputation and standing in the community.
2. Impasse Timelines – Issues can be presented to the Impasse Resolution Committee and properly considered by them only after the Board of Directors or Policy Council have initiated a written request to the committee members. The Chairperson of both groups must verify to the committee that efforts to reach an agreement have failed and that there is an impasse. The written notice must be submitted within ten (10) calendar days after the date of the impasse.

3. Impasse Notice – Upon receipt of the notification of impasse from the Chairperson of the Policy Council and Board of Directors, an Impasse Resolution Committee meeting will be scheduled within twenty (20) calendar days. A notice will be forwarded to all members of the committee at least one (1) week in advance. A statement of the issue on which the Board of Directors and Policy Council are at impasse will be included with the meeting notice.
4. Proceedings – The duty of the Impasse Resolution Committee is to resolve the issues in dispute as expeditiously and fairly as possible at the minimum expense to the parties involved. The proceedings shall consists of:
 - a. An oral presentation of the Policy Council, including minority view, if any.
 - b. An oral presentation of the Board of Directors, including minority view, if any.
 - c. An oral presentation from an agency representative, if any.
 - d. Response from all parties to such questions as the committee wishes to ask.
 - e. Informal cross-examination of each party by the other, within the limits allowed by the committee.
 - f. Such additional presentation of oral or written materials as the panel deems necessary to fully apprise it of relevant facts for an informed decision. The parties may suggest to the committee additional relevant witnesses or materials that would be helpful to the committee.
 - g. The agency shall be responsible for providing additional materials such as budget statements, Head Start regulations or other materials of that nature which the committee deems necessary.
5. Standard of Conduct – All persons participating in the Impasse meeting are obligated to act in good faith before and during the proceedings. Neither party may communicate with committee members once the committee has been selected except at formal meetings attended by all parties. Any attempt to intimidate or influence a committee member shall be reported to the Chairperson of the Policy Council and Board of Directors and shall result in a default judgment against the party guilty of it. Persons refusing to comply with directions or continued use of delaying tactics shall constitute grounds for immediate exclusion of such person from the hearing by the chairperson.

6. Compromise – The impasse procedure does not preclude the parties from compromising their differences and reaching an agreement, so long as the committee has not issued a final decision.
7. Post-Hearing Procedures and Decisions – The Impasse Resolution Committee shall issue its decision in writing within fifteen (15) days after the committee meeting. Copies shall be sent promptly to the Chief Executive Officer, the Policy Council Chairperson and the Chairperson of the Board of Directors. The final decision shall be binding on all parties and there shall be no appeal.

NN. Improvement and Case for Termination Procedure

When initiating any formal disciplinary action against an employee, the supervisor must be able to document

- ◆ What the employee did or did not do
- ◆ That the employee was knowledgeable of what he should or should not have done
- ◆ That the employee had been aided in correcting deficiencies noted.

Following the procedures outlined herein will help to ensure that this documentation is in place.

When a supervisor is confronted with a problem of employee performance, observance of office rules or attitude, the informal disciplinary action portion of this procedure should be implemented. Addressing issues promptly will provide the employee an opportunity to improve their performance and will provide for a better chance to resolve the problem without the use of formal disciplinary action. If an employee fails to improve their performance, the documentation gathered through the informal process will be beneficial should formal disciplinary action become inevitable.

1. Information Disciplinary Action – When problems are developing with an employee's performance or in their observance of office rules or attitude, the supervisor must discuss the problems with the employee promptly. The employee's performance should be compared to the standards for the position held during the discussion. Notes must be maintained of the employee's deficiencies during the informal process. As soon as it becomes evident that the employee is not responding to the informal process, proceed to Step 2.
2. Prepare a General Discussion Memorandum – Prepare a rough draft of a memorandum covering the points outlined below:

- (a) *Failure to Meet Standards* – Write down in detail each of the employee’s deficiencies in performance, observance of office rules and/or attitude. Utilize the notes developed during the informal process to ensure consistency. Retain copies of improperly prepared materials as documentation should the disciplinary action result in a recommendation for termination.
 - (b) *Specific Standards of Each Area of Deficiency* – Below each deficiency write the standard required for the position. If a written performance standard exists and it is specific to the employee’s deficiency, the standard should be copied directly. If a written standard does not exist for the specific deficiency, write the standard that all employees holding that position are expected to meet or amplify the unclear standards to assure that the employee is fully aware of what is expected.
 - (c) *Employee Improvement* – Provide advice that will be helpful to the employee in their effort to correct noted deficiencies. Suggest reference sources and improved work habits.
 - (d) *Providing Supervisory Assistance and Guidance* – Every effort must be made to help the employee improve his performance when it is evident that the employee desires to improve. The supervisor must provide instruction and guidance. Time must be set aside periodically to provide that help. Plan a program of assistance and state the kind of help that the employee can expect. It is imperative that supervisors follow through with this commitment. The time and frequency of assistance is to be based on the deficiency.
 - (e) *Developing a Written Statement* – Include a clear statement that if the employee does not improve satisfactorily during a specific period (normally 60 days) it may be necessary to initiate adverse action. If the situation does result in adverse action, the employee will have been fully advised of the possible consequences as will be documented by this initial memorandum.
3. *Discussion with the Chief Executive Officer* – Supervisors cannot implement adverse action against any employee without the express approval of the Chief Executive Officer. A copy of the draft for the General Discussion Memorandum and examples of the employee’s work must be provided to the HR Director for review. The Department Director and HR Director must fully inform the Chief Executive Officer of the planned course of action and approval must be obtained.
 4. *Conduct Meeting with Deficient Employee* – Discuss the deficiencies with the employee using the General Discussion Memorandum and examples of

the employee's work as a guide. Be specific and explain why the employee's performance is not satisfactory, or why their observance of office rules or attitude is inappropriate. Explain what will happen if improvements are not made. Explain that the discussion will be summarized in a General Discussion Memorandum. The memorandum must be issued to the employee in a timely manner. The memorandum will not be placed in the personnel folder unless additional corrective action becomes necessary.

5. Issuing the General Discussion Memorandum – The General Discussion Memorandum should be finalized after the meeting with the employee. This memorandum must be signed by the supervisor and personally presented to the employee within three (3) working days. A copy of the memorandum must be maintained in the ~~employee's personnel supervisor's personal file for reference. A copy will be forwarded to the Personnel Folder only if the employee fails to improve and adverse action becomes inevitable.~~
- (6) Follow Through – Supervisors must make a sincere effort to help deficient employees improve. An improvement schedule must be developed and adhered to. Supervisors must provide some of the help personally, however they may assign experienced personnel to provide assistance and support as well.
- (7) Follow-Up Discussion and Memorandum – A follow-up discussion must be held every two weeks during the 60-day period. During these meetings the supervisor should discuss the progress made and provide support in the areas where additional improvement is needed. A follow-up memorandum must be forwarded to the employee to cover the major points discussed and to ensure that proper documentation is in place to show that support has been provided to the employee.
- (8) Making a Decision – As the 60-day period concludes; a decision must be made as to how to resolve the problem. Possible courses of action are listed as follows:
 - (a) If employee improvement is sufficient, the problem is solved. A final memorandum must be issued stating that the employee's performance has improved. Be sure to maintain all the documentation gathered during this period.
 - (b) If the employee improves enough that termination is not recommended but additional improvement is needed, the supervisor must continue the follow-up procedure until the employee can or cannot meet the required standards.

- (c) If the employee fails to improve, he may resign voluntarily or if another position is available, the employee may accept a demotion voluntarily to a job that he is suited and qualified for (if available). Approval of the Chief Executive Officer is required before a demotion is made available. Should the person elect to resign his position, please refer to page 66, "Termination Policy" of this manual for additional instructions.
 - (d) Should the employee fail to improve and does not accept or understand the deficiencies, approval must be obtained from the Chief Executive Officer to prepare a final memorandum wherein the employee is advised of the proposed adverse action. All of the documentation, including copies of the General Discussion Memorandum, the Follow-Up Memorandum, Examples of the Deficient Work, and the informal record of the supervisory help given should be placed in a folder and forwarded to the Chief Executive Officer. Also include a letter requesting the termination of the employee. Upon approval, the Chief Executive Officer will prepare a Notice of Adverse Action. The notice will contain the specific reason in full and complete detail to support the adverse action. The notice will be delivered to the employee who will have an opportunity to appeal the decision as is reflected in the Appeals Procedures of this manual. In case of Head Start employees, the Policy Council must approve the termination of the employee prior to the termination becoming effective.
8. Notifying Employee of Termination – If termination of the employee becomes a reality, the employee will be notified in writing of the termination. This notice will contain the reasons for the action, the decision itself, and the employee's appeal rights. Please refer to the Termination Policy of this manual for further guidance.

PP. Procurement Procedure

One of the factors necessary to the success of any program is the availability of items essential to its operation. The procurement procedure is designed to assure that such items are available when needed.

- 1. Responsibility - The Accounting Department is responsible for the procurement of all goods and services used in the agency programs. It is responsible for the following major obligations:

- (a) To serve as the official channel for transmittal of accurate information to vendor;
 - (b) To assure timely delivery of services to clients;
 - (c) To make sure that items necessary for agency operation are available when needed ([along with the Department Head](#));
 - (d) To assure that the quality and reliability of items used in the operation;
 - (e) To verify compliance with terms, conditions and specifications of the contract or purchase order;
 - (e) To guarantee fairness in the bidding process;
 - (f) To prevent duplication of orders;
 - (g) To save money by seeking the most economical sources of supply; and
 - (h) To enforce compliance with federal and state regulations.
2. Procurement - The procurement of any item of equipment, merchandise or services used in agency programs will be affected only through the prior issuance of a properly executed contract or purchase order. Certain types of services (commercial, professional, technical) are usually covered by contract. However, in the case of equipment or merchandise, the normal procedure is to use a purchase order. The only exception to this policy is in the case of an emergency wherein the health and safety of the clients or staff is in question, when the security of agency facilities are of concern, or if lack of the item will prevent production, the use of an emergency requisition will be allowed.
3. Requisitions - A purchase order will be issued only based on a valid requisition. The requisition must be signed by the initiating party and the department head. The requisition cannot be processed unless it also carries the signature of the Chief Financial Officer or designee. In the absence of the Chief Financial Officer, the Assistant Finance Director is authorized to sign. This will vouch for the fact that funds are available for the merchandise or services being purchased and that the budget provides for the purchase of such item.
4. Emergency Requisitions - The use of an emergency requisition will be allowed in cases wherein the health and safety of the clients or staff or continuation of key operations is in question if the security of agency facilities are of concern or of work production will be reduced if items are not obtained. To initiate an emergency requisition, the initiating party must contact the [Accounting Department](#) ~~department secretary~~. The initiating party must have available the recommended source, approximate cost, and verification of the need. The emergency requisition will be processed, and all required signatures will be obtained. A purchase order number will be assigned immediately. The Accounting Department will call the

recommended source to give the purchase order number and to authorize the work to be performed. The vendor cannot proceed with any work or deliver any merchandise without a valid purchase order number being assigned. Unless this procedure is followed, the agency will not be responsible for the costs incurred.

5. Initiation - Supervisors and personnel in charge of a center or department should determine the needs in the area for which they are responsible and initiate requisitions to cover those needs. A requisition should include the following information:
 - a. Component and Location;
 - b. Suggested Source;
 - c. Delivery Point/Delivery Instructions;
 - d. Date Needed;
 - e. Confirming or Original;
 - f. Quantity and Description of Each Item;
 - g. Specifications and Catalog Numbers for Each Item;
 - h. Unit Cost of Each Item;
 - i. Signature and Date

Requisitions which are incomplete, or which appear unreasonable will be rejected for clarification.

6. Alternatives – The Purchasing Department will examine each requisition to ascertain that the items requested are essential to the operation and to ensure it is not a duplicated order. ~~Appropriate approvals are required prior to processing. In the case of items involving expenditures over \$1,000.00 that are not in the ordinary course, the Chief Executive Officer, in consultation with appropriate department heads, will review the proposed purchase with a view to finding alternative and less expensive ways of meeting the need. In the case of items involving expenditures over \$5,000.00 that are not in the ordinary course, the Chief Executive Officer, in consultation with appropriate department heads, and the Executive Committee will review the proposed purchase with a view to finding alternative and less expensive ways of meeting the need. Any action taken by the Executive Committee as a result of its review will be ratified by the Board.~~
7. Substitutes - The initiator of a requisition may recommend a source of supply. However, the Purchasing Department will follow the Bid procedure set forth in the Financial Management Manual for all acquisitions above \$500.00, and for acquisitions below \$500.00, reserve the right to make substitutions and fill orders from other sources to ensure free competition and secure the best possible price and term. The Purchasing Department will do everything possible to ensure that agency policy and federal regulations are complied with.

8. Purchase Orders – Purchase orders will be generated by the initiator (invoice and supporting documentation must be attached) and processed for approval the Department Head, Chief Financial Officer and final approval by the Chief Executive Officer or approved designee by the CEO. Upon the presentation of a properly executed and approved requisition, the Purchasing Officer will prepare a purchase order. The purchase order will then be forwarded to the Chief Executive Officer for his signature. In case of the absence of the Chief Executive Officer, someone specifically designated by the Chief Executive Officer will perform this function. Employees receiving goods or services without the receipt of a properly approved purchase order will be responsible for the payment of said goods or services. Continued failure to abide by the guidelines set forth in this policy will result in additional disciplinary action up to and including termination.

9. Contracts - Contracts are prepared in lieu of purchase orders for some services received when deemed appropriate. All contracts must be signed by the Chief Executive Officer and Chief Financial Officer and will also bear the signature of the vendor. Contracts are used to ensure that certain requirements and regulations are followed as required by local, state, and federal guidelines.

10. Code of Ethics - The Accounting Department and its employees will conduct their business on a high ethical plane. Their actions will be such as to protect the interests of both the agency and the vendors.

They will be fair and adhere to sound business practices in dealing with vendors. They will not divulge confidential information when it could be considered detrimental to a particular vendor or could place another vendor in a position of particular advantage in the bidding process.

1. Conflict of Interest -The Purchasing Department will take every possible precaution to prevent collusion or appearance of collusion in the awarding of contracts or purchase orders and shall abide by the conditions and terms set forth in the Financial Management Manual.

2. Gifts and Gratuities – All employees who are involved in the purchasing of supplies or services and who are actively involved in the procurement process are required to sign a disclosure statement annually acknowledging that gifts and gratuities cannot be accepted. No employee, officer, or agent of the Agency may accept or solicit gratuities, favors, or anything of monetary value from contractors or prospective contractors. Violations of this policy will be subject to disciplinary action and possible termination.

QQ. Smoke-Free Workplace Policy

SCAP is committed to providing a safe and healthy workplace and to promoting the health and wellbeing of its employees. As required and also motivated by our desire to provide a healthy work environment for our employees, the following smoking policy has been adopted and shall apply to all employees of SCAP.

It is the policy of SCAP to prohibit smoking on all company premises to provide and maintain a safe and healthy work environment for all employees. The law defines smoking as the "act of lighting, smoking or carrying a lighted or smoldering cigar, cigarette or pipe of any kind."

The smoke-free policy applies to:

- All areas of buildings and premises
- All company-sponsored off-site conferences and meetings
- All vehicles owned or leased by the company
- All visitors (customers and vendors) to company premises
- All contractors and consultants and/or their employees working on company premises
- All temporary employees and student interns

Employees who violate this smoking policy will be subject to disciplinary action up to and including immediate discharge.

RR. American's With Disabilities Act of 1990

In accordance with the Americans with Disabilities Act of 1990, the agency shall not discriminate against persons with disabilities in providing or contracting for programs and services. If services or facilities of those with whom the agency contracts do discriminate against persons with disabilities, the agency will:

1. Try to remedy the situation;
2. Contract with another provider that does not discriminate; or
3. If an alternative provider is not available or feasible, agency staff will find a comparable service for the disabled person.

If the last alternative is utilized, steps will be taken to ensure that no additional costs are incurred by the person with the disability and that the service is equally effective, affords equal opportunity and is fully integrated, not segregating the person with the disability such that they are in a more restrictive setting than others disabled receiving the same service. The agency and its personnel will take all precautions necessary to ensure that all provisions of the Americans with Disabilities Act is complied.

SS. Return to Work Policy

SCA ~~Poutheastern Community & Family Services, Inc.~~'s Return to Work Policy is designed to facilitate the earliest possible return of injured workers to the workplace, to perform meaningful, productive work within their physical capabilities.

Procedure:

1. When an employee has a work-related injury their restrictions and time away from work will be managed by the department head and approved by the Chief Executive Officer or designee. The ~~HR Director~~department head will review any physician ordered restrictions and evaluate the employee's fitness for duty for modified or "alternate work" positions.

The first option for modified duty will always be the employee's current job. If it is possible, with reasonable accommodations, the employee's current position will be modified to meet the restrictions of light duty.

~~3. The alternative option will be to find a job within the department that the employee will be able to perform based on their certified work-related restrictions.~~

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TT. Vehicle Insurance Requirements

While carrying out the duties and responsibilities of any position within this organization, an employee may be required to utilize his personal vehicle to complete a specific task. All employees who drive on behalf of the agency are required to maintain liability coverage and must submit proof of liability insurance annually. Acceptable proof of insurance includes a copy of the auto insurance identification card or a copy of the policy declaration page reflecting current coverage. The North Carolina minimum coverage requirement is \$30,000 per person, \$60,000 per accident. The agency encourages and recommends that employees maintain liability coverage of at least \$100,000/\$300,000 coverage.

UU. Motor Vehicle Record Checks and Guidelines

Employees who drive an agency-owned vehicle must maintain an outstanding driving record. Motor vehicle record checks will be conducted ~~semi-annually by the agency~~. The guidelines below indicate those drivers who would be deemed **unacceptable** to drive an agency vehicle ~~bus~~ or to drive a personal vehicle on agency business:

One or More Type A Violations in the past seven (7) years: Type A Violations include:

- DWUI/DWI – Drugs or Alcohol
- Refusing to take a substance test
- Driving with an open container (alcohol)
- Negligent homicide using a motor vehicle

- Driving while license is suspended or revoked
- Operating a motor vehicle for the commission of a felony
- Aggravated assault with a motor vehicle
- Permitting an unlicensed person to drive
- Reckless driving
- Fleeing or evading police or roadblock
- Resisting arrest
- Speed contest (racing)
- Hit and run (bodily injury or property damages)
- Failure to report an accident
- Illegal passing of a school bus
- Other violations considered serious by State law.

Any three or more Type B Violations in the past three (3) years: Type B Violations include:

- Having a license suspended in the past related to moving violations. Moving violations include:
 - Speeding
 - Improper lane change
 - Failure to yield
 - Failure to obey traffic signal or sign
 - Careless driving
 - Accidents
- Any driver who has only an international or foreign driver's license
- Any driver who has been licensed for less than three (3) years, regardless of age.
- Any driver who is not licensed in the State where he resides within the time required by the State. This applies to those States that require drivers to be re-licensed within a certain time period.

Employees who are deemed as unacceptable to drive an agency vehicle or to drive a personal vehicle on agency business may be subject to disciplinary action, up to and including termination.

VV. Employee and Board Member Request for Service

Employees, members of the Board of Directors, and members of their immediate family (as defined in the Bereavement Leave Policy) are not prohibited from applying for Agency services; however, steps must be taken to ensure that employees, members of the Board of Directors, and their family members do not receive special consideration. Prior to being placed on the waitlist for assistance or being served, the application for service for any employee or an immediate family member must be presented to the Chief Executive Officer for review and approval. The approval denial form must be attached to the application after review. Prior to being placed on the waitlist for assistance or actually

~~being served, the application for service for any member of the Board of Directors of an immediate family member must be presented to the Chief Executive Officer and Chairperson of the Board of Directors for review and approval.~~

WW. Social Media Policy

At SCAP we understand that social media can be fun and rewarding way to share your life and opinions with family, friends, and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions about your use of social media, we have established these guidelines for appropriate use of social media. This policy applies to all employees who work for SCAP.

Guidelines

In the rapidly expanding world of electronic communication, social media can mean many things. Social media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, whether or not associated or affiliated with SCAP, as well as any other form of electronic communication.

The same principles and guidelines found in SCAP policies and three basic beliefs apply to your activities online. Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the performance of fellow employees or otherwise adversely affects members, customers, suppliers, people who work on behalf of SCAP or SCAP legitimate business interests may result in disciplinary action up to and including termination. Inappropriate postings that include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

Be respectful

Always be fair and courteous to fellow employees, customers, members, suppliers or people who work on behalf of SCAP. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or by utilizing our HR department instead of posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage customers, members, employees or suppliers, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation, SCAP or posts that could contribute to a hostile work

environment on the basis of race, sex, disability, religion or any other status protected by law or company policy.

Be honest and accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors about SCAP, fellow employees, members, customers, suppliers, people working on behalf of SCAP or competitors. **Post only appropriate and respectful content.**

- Maintain the confidentiality of SCAP as expressed in the employee confidentiality agreement. Do not post internal reports, policies, procedures, or other internal business-related confidential communications.
- Respect financial disclosure laws. It is illegal to communicate or give a “tip” on inside information to others so that they may buy or sell stocks or securities. Such online conduct may also violate the Insider Trading Policy.
- Do not create a link from you blog, website or other social networking site to a SCAP website without identifying yourself as a SCAP employee.
- Express only your personal opinions. Never represent yourself as a spokesperson for SCAP. If SCAP is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not reflect the views of SCAP.

Using social media at work

Refrain from using social media while on work time or on equipment we provide unless it is work-related as authorized by your manager or consistent with the agency equipment policy. Do not use SCAP email addresses to register on social networks, blogs or other online tools utilized for personal use.

Retaliation is prohibited

SCAP prohibits taking negative action against any employees for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

Media contacts

Employees should not speak to the media on SCAP, Inc. behalf. All media inquiries should be directed to Human Resources.

**RENTAL CAR VENDORS/SUMMARY – TAMARA, WHERE IS THE
RENTAL CAR POLICY?**

	Enterprise	National	Hertz
	(Recommended)		
Prices:			
Daily Compact Car (Vegas)	\$ 35.00	\$ 48.00	\$ 34.00
Daily Full-Size Car (Vegas)	\$ 43.00	\$ 50.00	\$ 45.00
Daily Compact Car (NY)	\$ 53.00	\$ 86.00	\$ 60.00
Daily Full-Size Car (NY)	\$ 62.00	\$ 96.00	\$ 67.00
Weekly Compact Car Price (Vegas)	\$ 170.00	\$ 231.00	\$ 239.00
Weekly Compact Car Price (NY)	\$ 248.00	\$ 319.00	\$ 256.00
Services:			

# of States With Locations	50	50	50
GPS/Navigation Rentals	✓	✓	✓
Online Check-In	✓	x	✓
Business Rental Program	✓	✓	✓
Roadside Assistance	✓	✓	✓
Types of Rentals:			
Compacts	✓	✓	✓
Mid-Size Cars	✓	✓	✓
Luxury	✓	✓	✓
SUVs	✓	✓	✓
Hybrids	✓	✓	✓
Long-Term Rentals	✓	✓	✓
One-Way Rentals	✓	✓	✓
Convertibles	✓	✓	✓
Vans	✓	✓	✓
Pickups	✓	✓	✓
Commercial Trucks	✓		
<input type="checkbox"/>			
Other Information For Enterprise:			
-Business Rental Services Custom Rate Plan	✓		
-Month-or-More Rental Plan	✓		
<input type="checkbox"/>			
Other Information For National:			
-Cost-saving offers from National business partners, including top airlines & hotels		✓	
-Free day rewards program		✓	
-Account management tools to keep track of expenditures		✓	
Other Information for Hertz:			
-Free car rental days			
-Customize billing options			
	Enterprise	National	Hertz
Option A (FOR ENTERPRISE AND NATIONAL):			
Discount on standard published undisc. daily, weekly, monthly market driven rates	5% Discount	10% Discount	
(Fuel, optional upgrades/charges, fees, taxes, airport fees, license and concessional			

recoupment fees are NOT INCLUDED)			
Damage Waiver - Contractually waive Renter's financially responsibility for damage, loss, or theft regardless of fault or Negligence (Appear as separate charge in addition to the base rate) This waiver is OPTIONAL	✓	✓	
Option B (FOR ENTERPRISE AND NATIONAL):			
Flat Rate with Damage Waiver Must book rental using company discount # Must be displayed on rental agreement Cost of waiver is included in flat rate	✓	✓	
US Daily Rates for Option B			
Compact (Ex. Nissan Versa)	\$ 44.00	\$ 52.00	
Intermediate (Ex. Toyota Corolla)	\$ 46.00	\$ 54.00	
Standard (Ex. Chevrolet Malibu)	\$ 48.00	\$ 56.00	
Full-size (Ex. Chevrolet Impala)	\$ 50.00	\$ 58.00	
Premium (Toyota Avalon)	\$ 60.00	\$ 68.00	
Luxury (Ex. Cadillac)	\$ 79.00	\$ 87.00	
Minivan (Ex. Toyota Sienna)	\$ 79.00	\$ 87.00	
Mid-SUV (Ex. GMC Acadia)	\$ 79.00	\$ 87.00	
Full-SUV (Ex. Chevrolet Tahoe)	\$ 90.00	\$ 95.00	
Weekly Rates - 7 times the daily rate	✓	✓	
Monthly Rates - 28 times daily rate	✓	✓	
Mileage - 150 per day; 1050 per week; 2500 per month; \$.35 per for each mile over.	✓	✓	
Option C (FOR ENTERPRISE AND NATIONAL):			
Flat Rates w/ Damage Waiver and Business Travel Insurance included (Protects renter from	✓	✓	

damage to vehicle and provides third-party liability insurance)			
Third-Party Liability Protection (\$100k/\$300k/\$50k)	✓	✓	
Split limits			
- \$100,000 for bodily injury or death per person			
	Enterprise	National	Hertz
- \$300,000 for bodily injury of death per occurrence			
- \$50,000 property damage per occurrence			
Limitations set forth in rental contract and insurance policy			
Protection applies to renter, authorized additional drivers, and verified employees.			
Rental must be booked with company discount #			
US Daily Rates for Option C			
Compact (Ex. Nissan Versa)	\$ 48.00	\$ 56.00	
Intermediate (Ex. Toyota Corolla)	\$ 50.00	\$ 58.00	
Standard (Ex. Chevrolet Malibu)	\$ 52.00	\$ 60.00	
Full-size (Ex. Chevrolet Impala)	\$ 54.00	\$ 62.00	
Premium (Toyota Avalon)	\$ 64.00	\$ 72.00	
Luxury (Ex. Cadillac)	\$ 85.00	\$ 93.00	
Minivan (Ex. Toyota Sienna)	\$ 85.00	\$ 93.00	
Mid-SUV (Ex. GMC Acadia)	\$ 85.00	\$ 93.00	
Full-SUV (Ex. Chevrolet Tahoe)	\$ 95.00	\$ 99.00	
Weekly Rates - 7 times the daily rate	✓	✓	
Monthly Rates - 28 times daily rate	✓	✓	
Mileage - 150 per day; 1050 per week; 2500 per month; \$.35 per for each mile over.	✓	✓	

Index

	Page Number
<u>American's With Disabilities Act of 1990</u>	80
<u>Appeals Procedure</u>	46
<u>Authority</u>	4
<u>Board and Staff Relationships</u>	5
<u>Career Development</u>	76
<u>Compensation</u>	20
<u>Complaint Procedure</u>	48
<u>Disciplinary Action</u>	57
<u>Dress Code</u>	31
<u>Drug Free Workplace Policy</u>	10
<u>Employee Request for Service</u>	83
<u>Employment Policy</u>	6
<u>Grievance Procedure</u>	52
<u>Health and Safety</u>	44
<u>Hearing and Resolving Community Complaints</u>	70
<u>Impasse Procedure</u>	71
<u>Improvement and Case for Termination Procedure</u>	73
<u>Insurance and Related Benefits</u>	22

Job Descriptions	12
Leave	23
Line and Staff Relationships	5
Mission Statement	3
Motor Vehicle Record Checks and Guidelines	82
Orientation	29
Payroll Procedure	32
Performance Evaluation System	45
Personnel Records	33
Procurement Procedure	77
Promotion Policy	14
Recruitment	16
Reduction-In-Force (RIF)	59
Responsibility	5
Retirement Policy	34
Return to Work Policy	81
Selection Procedure	17
Smoke-Free Workplace Policy	80
Statement of Purpose	3
Termination Policy	62
Training	30
Travel Policy	34
Types of Appointments	13
Use of Agency-Owned Equipment	41
Vehicle Insurance Requirements	81
Whistleblower/Complaint Resolution Policy	43
Work Schedules	42

Information only
Southeastern Community Action Partnership, Inc.

Statement of Financial Position

Period Ending: 7/31/2022

Assets:

Cash	1,338,994.51	
Certificate of Deposits	105,799.74	
Grants Receivable	483,668.85	
Other Receivables	70,178.42	
Other Assets	3,869.56	
Property and Equipment	\$ 13,848,312.93	
Accumulated Depreciation	\$ (5,228,242.51)	
		Assets: \$10,622,581.50

Liabilities:

Accounts Payables	464,995.35	
Accrued Liabilities	672,868.74	
Accrued Payroll and Payroll Taxes	478,604.49	
		Liabilities: \$1,616,468.58

Equity:

Unrestricted	\$ (15,303.90)	
Temporarily Restricted	\$ 9,021,416.82	
		Equity: \$9,006,112.92

Total Liabilities and Equity **\$10,622,581.50**

Project Financial Report

Southeastern Community Action Partnership, Inc.

Period Ending: 7/31/2022

Code	Description	Project Period	Budget	Curr Month	Project Total	Un/Over	% Budget
30023	HS/EHS	7/1/2022- 6/30/2023	9,902,907.00	250,829.89	250,829.89	9,652,077.11	2.53%
30222	USDA - FY22	10/1/2021-9/30/2022	1,247,812.50	3,440.41	447,740.53	800,071.97	35.88%
30323	American Rescue Grant (04HE000131)	4/1/2021-3/31/2023	1,657,699.00	111,092.33	1,528,678.44	129,020.56	92.22%
30416	LRDA - FY22 (04CH011643)	11/1/2021-10/31/2022	2,052,089.00	56,264.12	817,958.84	1,234,130.16	39.86%
30523	HUD	7/1/2022-6/30/2023	2,590,577.00	171,133.40	171,133.40	2,419,443.60	6.61%
31023	CSBG	7/1/2022-6/30/2023	1,598,395.00	65,457.23	65,457.23	1,532,937.77	4.10%
33801	Disaster Relief Grant - Maxton (04ND000030)	11/1/2020-10/31/2022	2,547,743.00	46,550.00	2,036,327.12	511,415.88	79.93%
33804	Disaster Relief Grant - CSBG FY22	10/1/2021-9/30/2022	2,671,407.00	360,033.25	1,760,820.42	910,586.58	65.91%
33830	Care Act Grant - CSBG	6/1/2020-9/30/2022	1,548,224.00	109,773.28	1,463,210.09	85,013.91	94.51%
Totals:			25,816,853.50	1,174,573.91	8,542,155.96	17,274,697.54	33%

Southeastern Community Action Partnership, Inc
Credit Card Expenditures

July & August 2022

Program	Vendor	Description	Amount
Admin	Quicken	Dues and Registration	\$ 38.45
Admin	Amazon	Office Supplies	\$ 14.97
HS	Amazon	Supplies	\$ 2,705.97
Admin	Spectrum	Telephone	\$ 211.97
HS	Spectrum	Telephone	\$ 188.60
HS-Admin	Spectrum	Telephone	\$ 66.95
HS	Spectrum	Telephone	\$ 189.96
HS	Spectrum	Telephone	\$ 239.30
HS	Spectrum	Telephone	\$ 229.95
HS/EHS	Spectrum	Telephone	\$ 209.96
HUD/CSBG	Spectrum	Telephone	\$ 202.19
CSBG-St. & Relief	Spectrum	Telephone	\$ 117.97
HS	Amazon	Supplies	\$ 3,453.28
CSBG-CARES	Food Lion	Emergency Assistance	\$ 19,010.00
HS	Amazon	Office Supplies	\$ 191.53
Agency/Board	Holiday INN	Out of Area Travel	\$ 1,000.00
HS	Food Lion	In Service Training	\$ 1,391.00
hs	Food Lion	In Service Training	\$ 1,472.32
HS	Food Lion	In Service Training	\$ 1,472.30
HS	Food Lion	In Service Training	\$ 1,391.00
Admin	DOT	Dues and Registration	\$ 199.00
Agency	National Safety Compliance	Dues and Registration	\$ 1,254.00
CSBG Cares	USPS	Emergency Assistance	\$ 8.95
CSBG NC Relief	Amazon	Office Supplies	\$ 146.01
CSBG Standard	Amazon	In Service Training	\$ 21.39
CSBG-All	American Airlines	Out of Area Travel	\$ 27.00
CSBG NC Relief	ATT	Telephone	\$ 201.28
CSBG Cares	USPS	Mail and Postage	\$ 8.70
HS	Office Depot	Office Supplies	\$ 178.66
CSBG-All	Food Lion	In Service Training	\$ 29.27
CSBG-All	Food Lion	In Service Training	\$ 178.59
CSBG Cares	Walmart	Emergency Assistance	\$ 556.36
CSBG	Amazon	Emergency Assistance	\$ 675.72
CSBG	Embassy Suites	Out of Area Travel	\$ 13.71
HUD	Atlast Corporate	Office Supplies	\$ 147.85
Admin	Community Action Partnership	Dues and Registration	\$ (910.00)
HS	Amazon	Refund	\$ (2,158.30)
HS	n/a	Refund	\$ (203.97)
HS - LRDA	ATT	Telephone/Internet	\$ 105.00
HS	Region IV	Dues & Registration	\$ 3,800.00
HS	CNN Hotel	Out of Area Travel	\$ 2,498.49
Admin	Black's Tire	Vehicle Inspection	\$ 13.60
Admin	NC Department Motor Vehicles	Vehicle Inspection	\$ 38.75
Admin	Region IV	Dues & Registration	\$ 475.00
Admin	Amazon	Dues & Registration	\$ 349.00
HS	Food Lion	In Service Training	\$ 378.15
Admin/HS Admin	ADT	Monitoring of Alarms	\$ 759.11
Admin/HS Admin	ADT	Monitoring of Alarms	\$ 191.94
HS	Food Lion	In Service Training	\$ 60.85
HS	Food Lion	In Service Training	\$ 22.89
Admin/HS Admin	ADT	Monitoring of Alarms	\$ 7.48
Admin	Adobe	Computer Software	\$ 16.04
Admin	Humblefax	Dues & Registration	\$ 10.00
Admin	Dell	Computer Software	\$ 240.75
HS	Amazon	Office Supplies	\$ 118.69
Admin	Embassy Suites	Out of Area Travel	\$ 77.41
Admin	Food Lion	Supplies	\$ 23.91
		Total	\$ 43,358.95

The following updates will be needed for approval by the board. This is the CSBG policy handbook for the customers from our FESS program.

Section G Transportation

(Old) Gas Vouchers for work, school education program and medical related trips in increments of \$30(not to exceed \$150 in a program year and if funds are available

(Updated) Gas cars for work, education, program and medical related trips. The value of the gas card is not to exceed \$50. Customers will not receive more than the allocated amount per customer based on the yearly allocation.


Section I Wellness and Health Support

(Old) To provide food boxes/groceries for nutritional needs (not to exceed \$200 during the program year for an individual; not to exceed \$500 during the program year for a family of 2 – 5 during the program year; and not exceed \$600 during the program year for a family of 6 or more and if funds are available). Assistance with ongoing nutritional needs/expenses should be accessed via a referral to the appropriate local DHHS for SNAP as well in local food pantry.

(Updated) To provide food boxes/groceries/ food cards for nutritional needs. (Customer will not exceed the allocated amount per customer based on yearly allocation. Assistance with ongoing nutritional needs/expenses should be accessed via a referral to the appropriate local DHHS for SNAP as well in local food pantry

Copy of Southeastern Community Action Partnership Satisfaction Survey

Monday, August 22, 2022

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1

378

Total Responses

Date Created: Tuesday, October 05, 2021

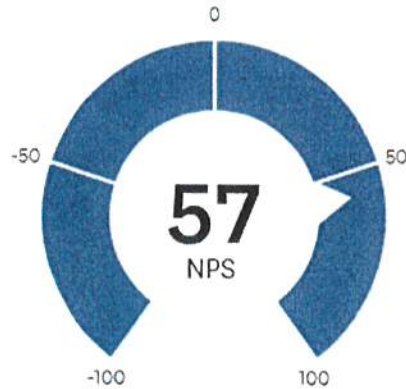
Complete Responses: 378

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2

Q1: How likely is it that you would recommend Southeastern Community Action Partnership to a friend or colleague?

Answered: 373 Skipped: 5



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3

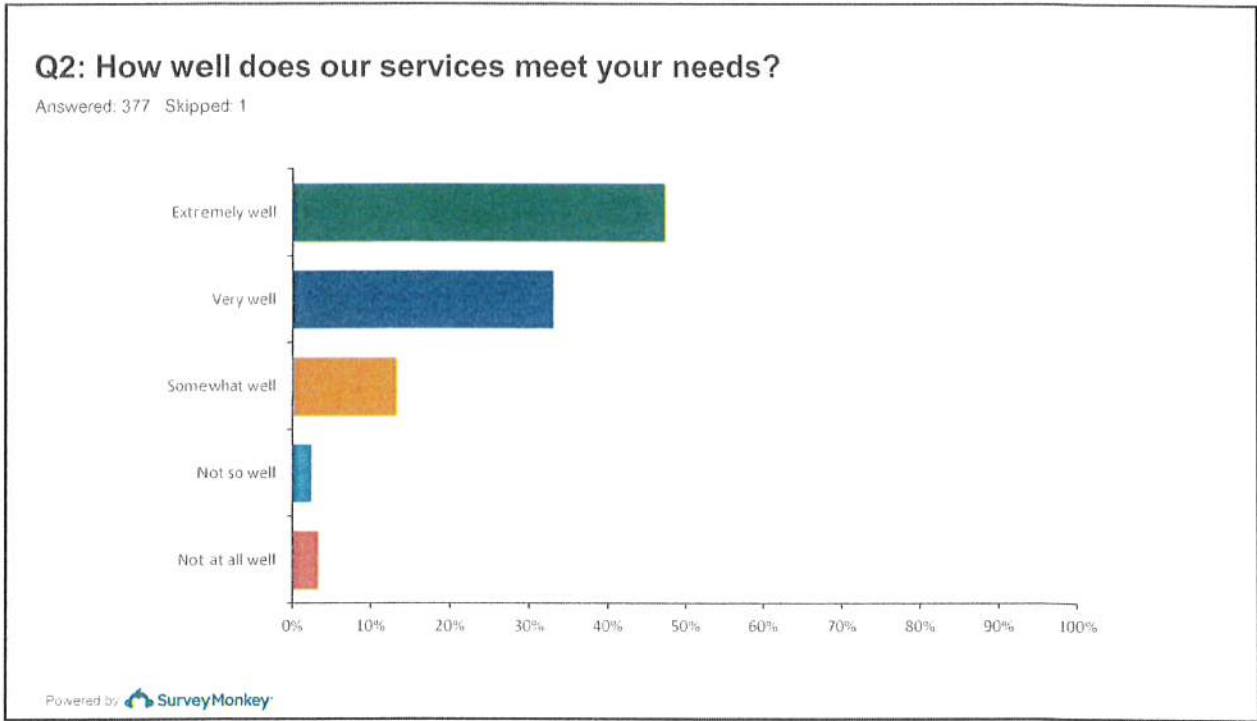
Q1: How likely is it that you would recommend Southeastern Community Action Partnership to a friend or colleague?

Answered: 373 Skipped: 5

DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
12%	20%	68%	57
44	74	255	

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4



5

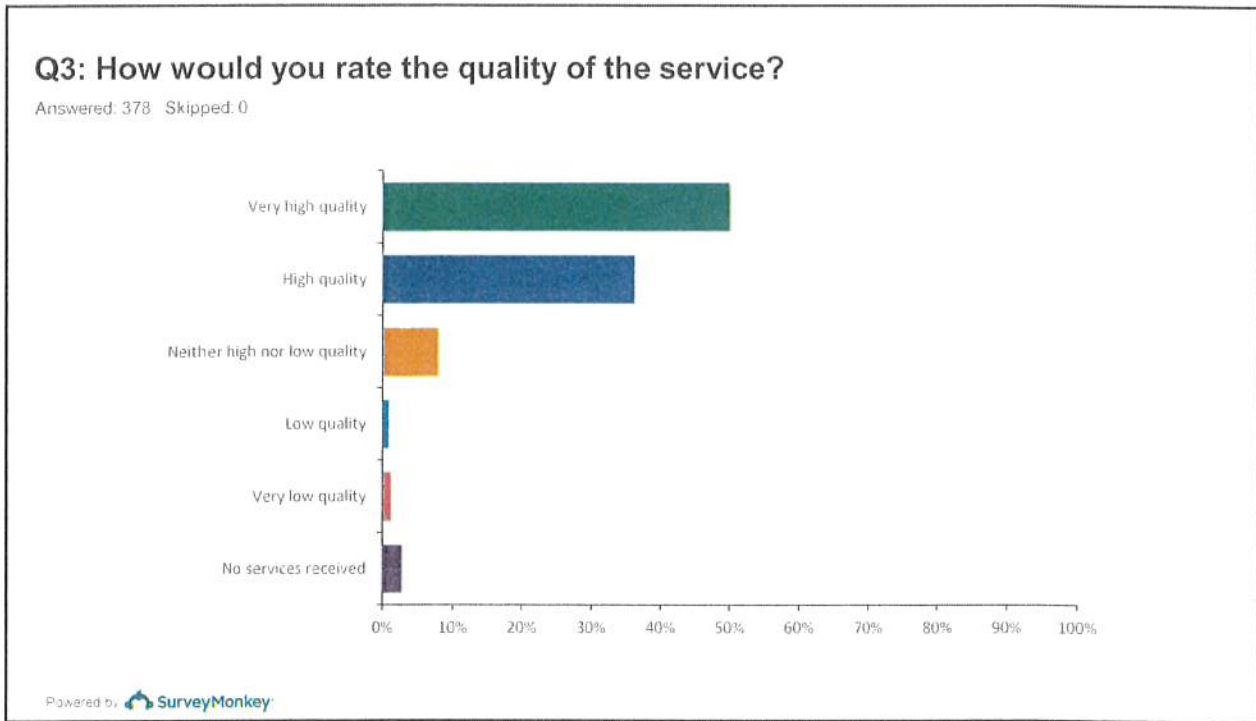
Q2: How well does our services meet your needs?

Answered: 377 Skipped: 1

ANSWER CHOICES	RESPONSES	
Extremely well	47.48%	179
Very well	33.16%	125
Somewhat well	13.26%	50
Not so well	2.65%	10
Not at all well	3.45%	13
TOTAL		377

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6



7

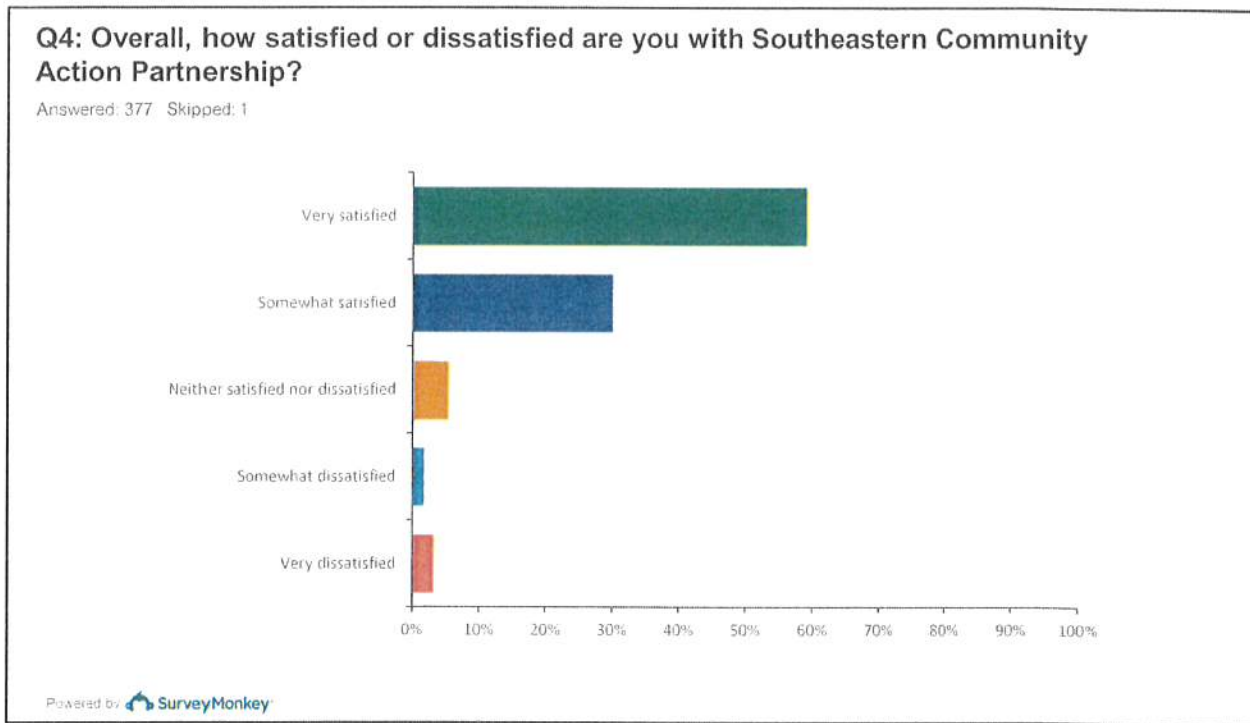
Q3: How would you rate the quality of the service?

Answered: 378 Skipped: 0

ANSWER CHOICES	RESPONSES	
Very high quality	50.26%	190
High quality	36.51%	138
Neither high nor low quality	7.94%	30
Low quality	1.06%	4
Very low quality	1.32%	5
No services received	2.91%	11
TOTAL		378

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8



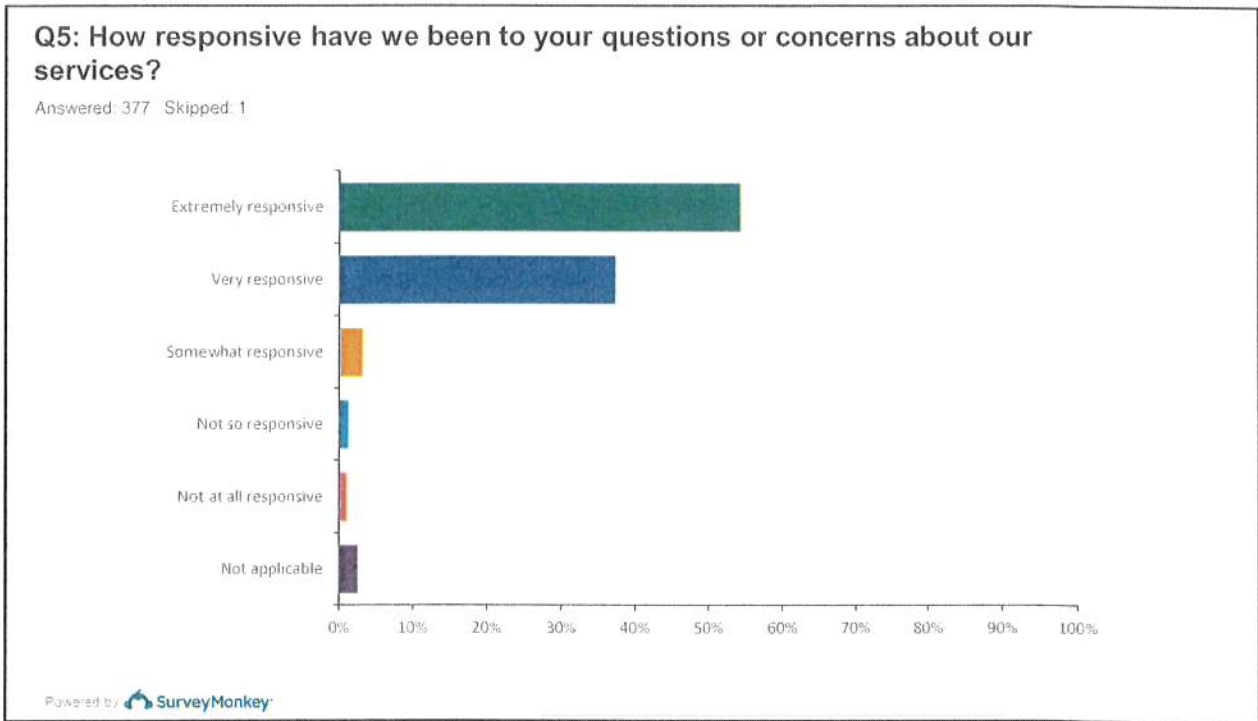
9

Q4: Overall, how satisfied or dissatisfied are you with Southeastern Community Action Partnership?
 Answered: 377 Skipped: 1

ANSWER CHOICES	RESPONSES	
Very satisfied	59.42%	224
Somewhat satisfied	30.24%	114
Neither satisfied nor dissatisfied	5.31%	20
Somewhat dissatisfied	1.86%	7
Very dissatisfied	3.18%	12
TOTAL		377

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10



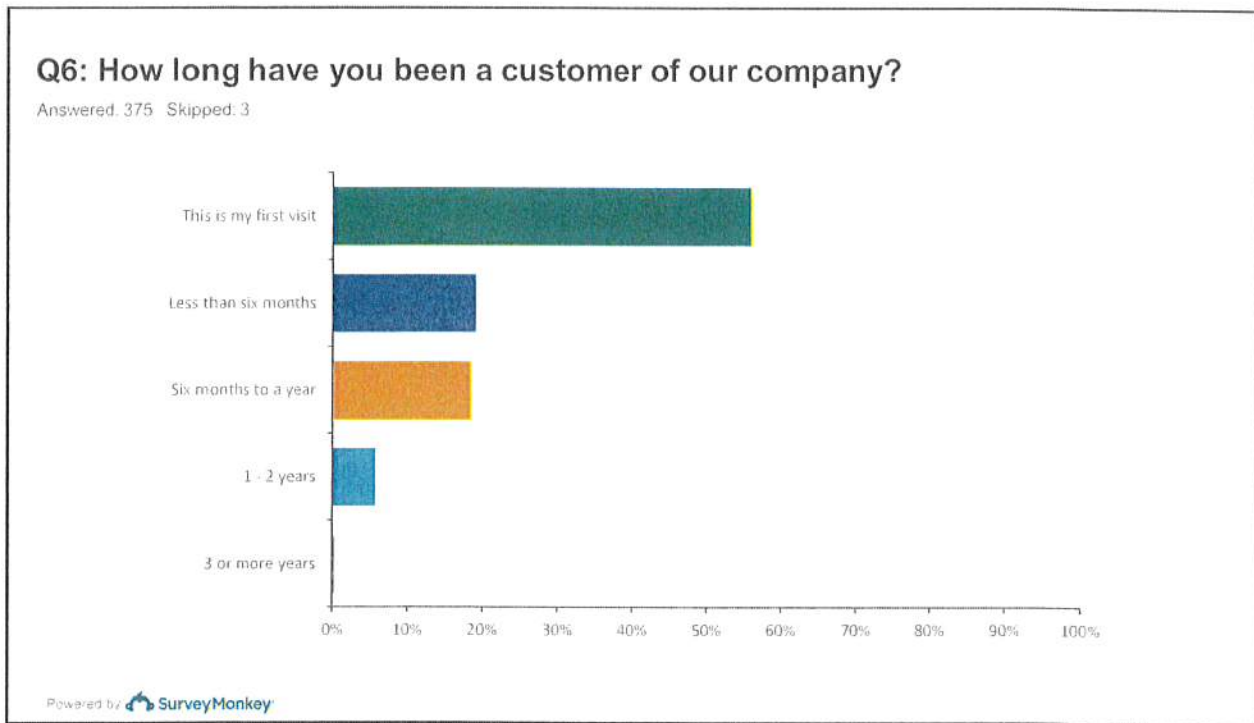
11

Q5: How responsive have we been to your questions or concerns about our services?
 Answered: 377 Skipped: 1

ANSWER CHOICES	RESPONSES	
Extremely responsive	54.38%	205
Very responsive	37.40%	141
Somewhat responsive	3.18%	12
Not so responsive	1.33%	5
Not at all responsive	1.06%	4
Not applicable	2.65%	10
TOTAL		377

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12



13

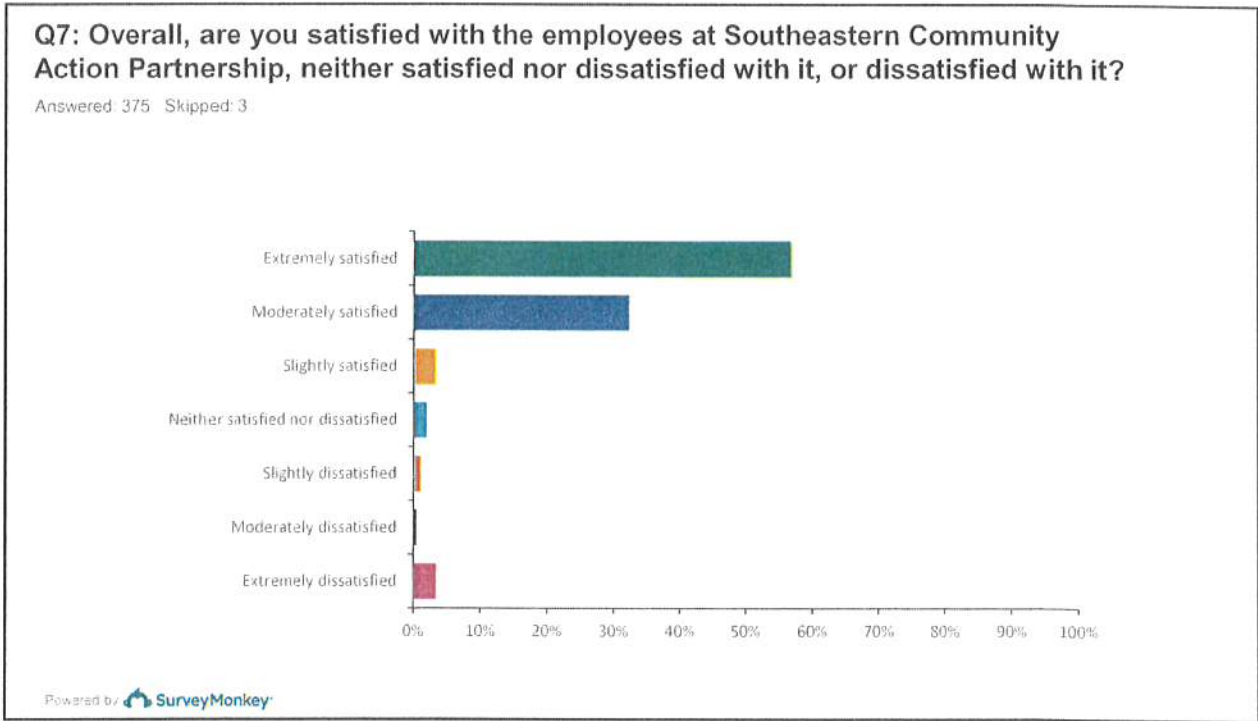
Q6: How long have you been a customer of our company?

Answered: 375 Skipped: 3

ANSWER CHOICES	RESPONSES	
This is my first visit	56.27%	211
Less than six months	19.20%	72
Six months to a year	18.40%	69
1 - 2 years	5.87%	22
3 or more years	0.27%	1
TOTAL		375

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14



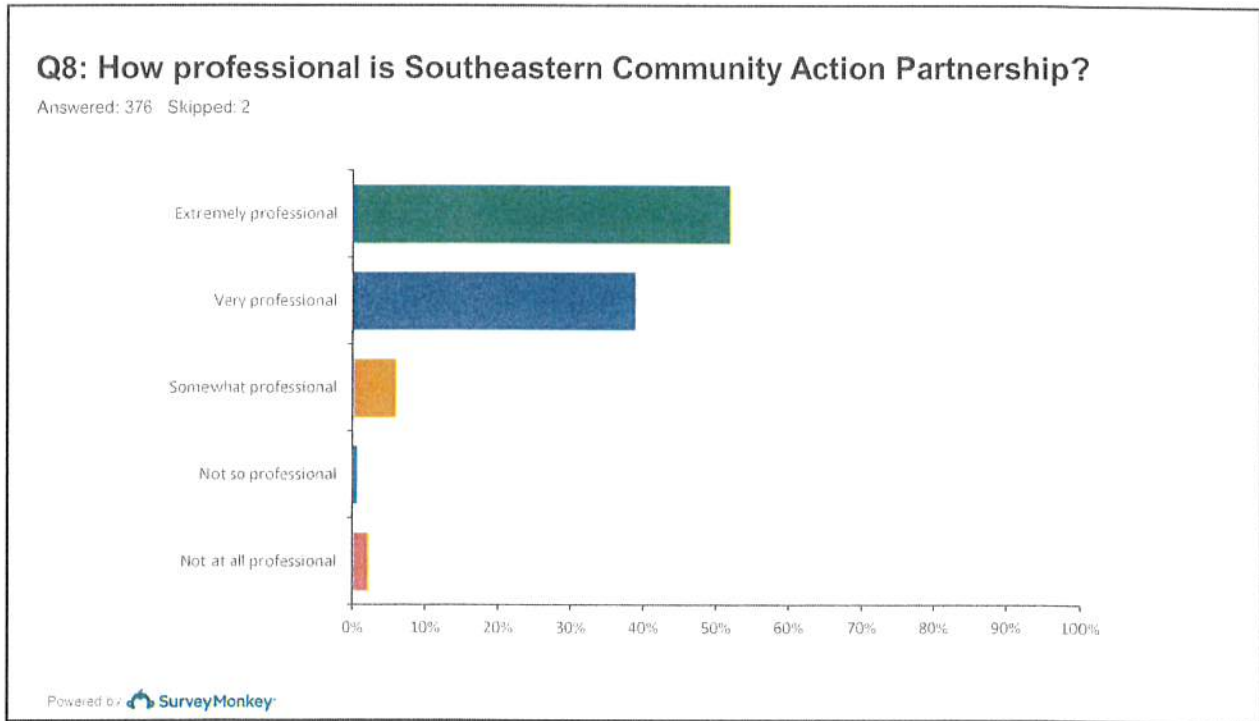
15

Q7: Overall, are you satisfied with the employees at Southeastern Community Action Partnership, neither satisfied nor dissatisfied with it, or dissatisfied with it?
 Answered: 375 Skipped: 3

ANSWER CHOICES	RESPONSES	
Extremely satisfied	57.07%	214
Moderately satisfied	32.53%	122
Slightly satisfied	3.20%	12
Neither satisfied nor dissatisfied	2.13%	8
Slightly dissatisfied	1.07%	4
Moderately dissatisfied	0.53%	2
Extremely dissatisfied	3.47%	13
TOTAL		375

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16



17

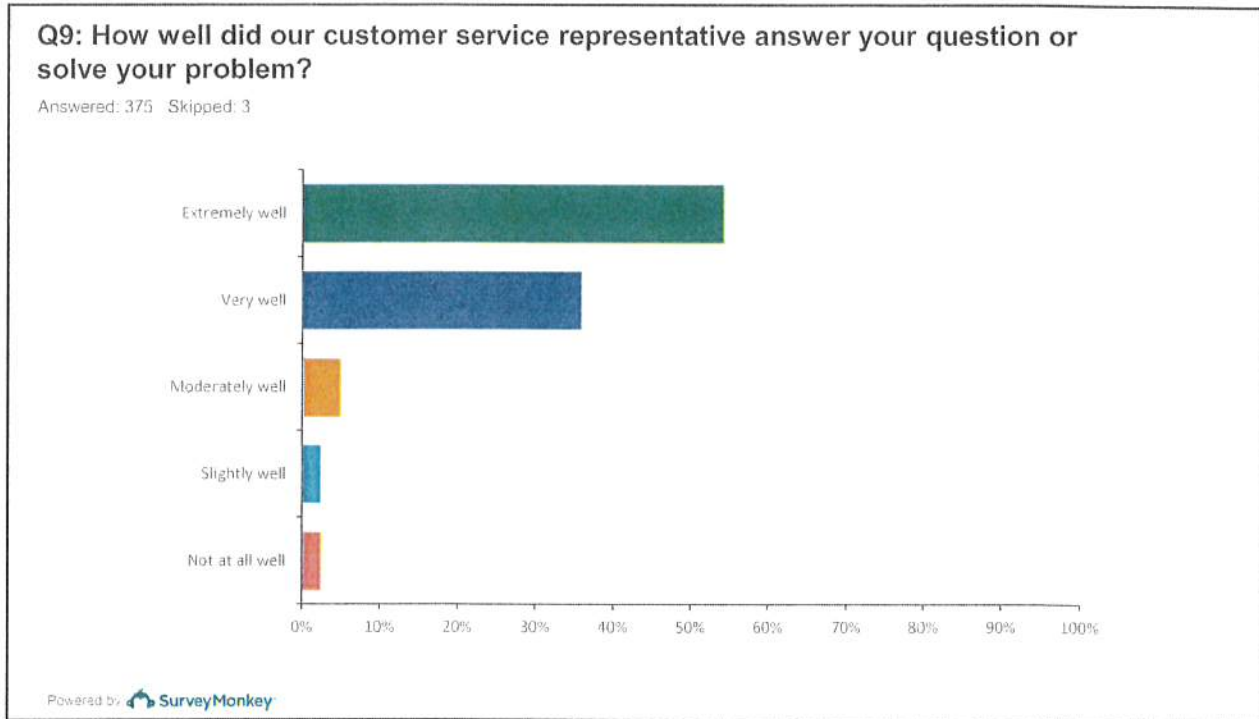
Q8: How professional is Southeastern Community Action Partnership?

Answered: 376 Skipped: 2

ANSWER CHOICES	RESPONSES	
Extremely professional	52.13%	196
Very professional	39.10%	147
Somewhat professional	5.85%	22
Not so professional	0.80%	3
Not at all professional	2.13%	8
TOTAL		376

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18



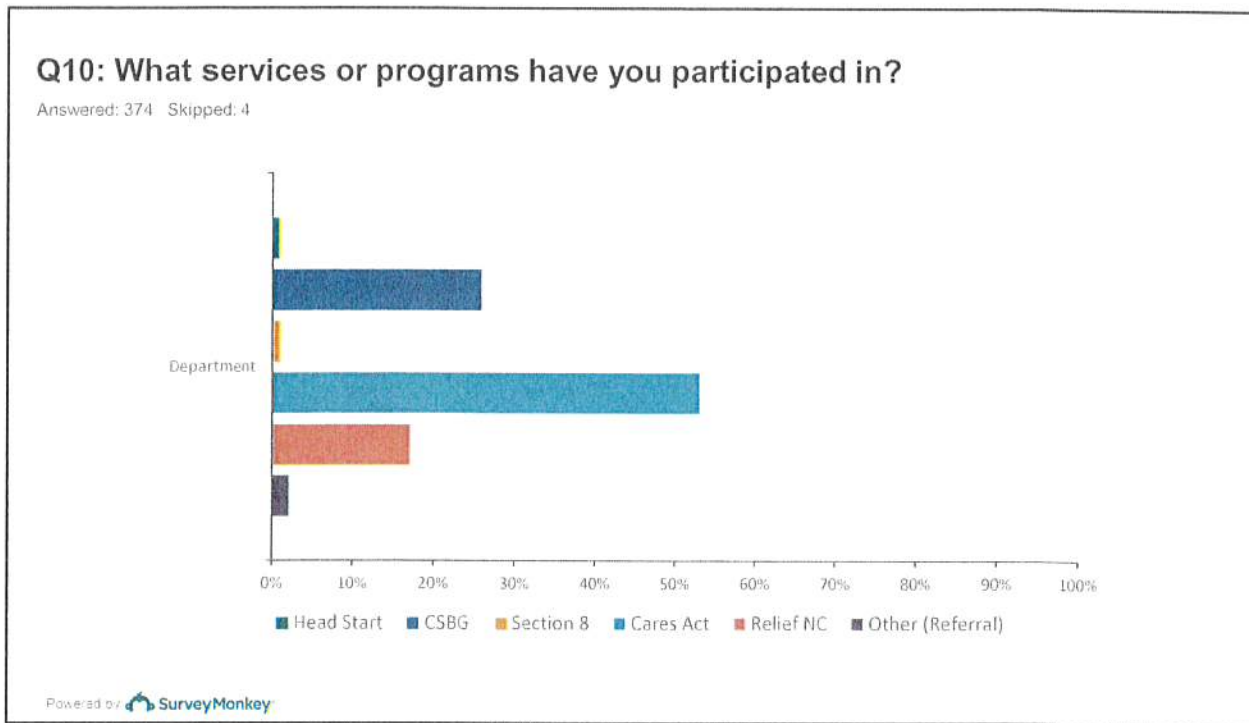
19

Q9: How well did our customer service representative answer your question or solve your problem?
 Answered: 375 Skipped: 3

ANSWER CHOICES	RESPONSES	
Extremely well	54.40%	204
Very well	36.00%	135
Moderately well	4.80%	18
Slightly well	2.40%	9
Not at all well	2.40%	9
TOTAL		375

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20



21

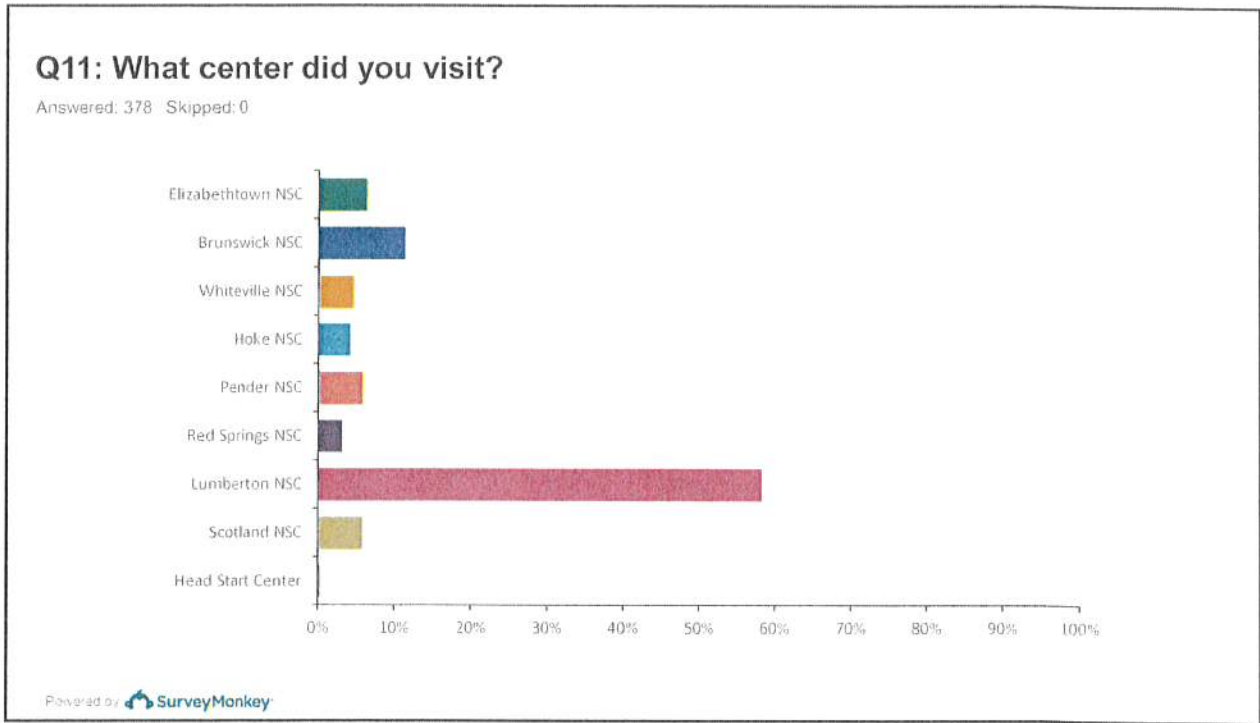
Q10: What services or programs have you participated in?

Answered: 374 Skipped: 4

	HEAD START	CSBG	SECTION 8	CARES ACT	RELIEF NC	OTHER (REFERRAL)	TOTAL	WEIGHTED AVERAGE
Department	0.80% 3	25.94% 97	0.80% 3	53.21% 199	17.11% 64	2.14% 8	374	3.66

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22



23

Q11: What center did you visit?

Answered: 378 Skipped: 0

ANSWER CHOICES	RESPONSES	
Elizabethtown NSC	6.35%	24
Brunswick NSC	11.38%	43
Whiteville NSC	4.50%	17
Hoke NSC	4.23%	16
Pender NSC	5.82%	22
Red Springs NSC	3.17%	12
Lumberton NSC	58.47%	221
Scotland NSC	5.82%	22
Head Start Center	0.26%	1

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24

Q12 Do you have any other comments, questions, or concerns?

Answered: 116 Skipped: 262

#	RESPONSES	DATE
1	Thankful for the director- Mrs. Jacobs. She gave me hope to get assistance from NC Relief.	6/27/2022 3:20 PM
2	I really enjoyed being a part of this amazing program. My life has been forever changed. The knowledge, skills, and assistance that I received during this program has been invaluable and I will be forever grateful! I will always recommend this program! Ms. Kimberly in Hoke County is an amazing Case Worker!!! Thank you all so much for everything!!!	6/24/2022 1:42 PM
3	happy.	6/23/2022 4:53 PM
4	none	6/23/2022 4:50 PM
5	No	6/23/2022 4:50 PM
6	no more comments.	6/23/2022 4:50 PM
7	no questions.	6/23/2022 4:49 PM
8	So grateful	6/23/2022 4:49 PM
9	Stupid program	6/23/2022 4:48 PM
10	no concerns.	6/23/2022 4:48 PM
11	No	6/23/2022 4:48 PM
12	enjoyed the program	6/23/2022 4:47 PM
13	Great program	6/23/2022 4:47 PM
14	No	6/23/2022 4:46 PM
15	Grateful for case manager.	6/23/2022 4:46 PM
16	No	6/23/2022 4:46 PM
17	Cynthia is an awesome case manager.	6/23/2022 4:45 PM
18	None	6/23/2022 4:45 PM
19	Enjoyed Ms. Mckoy	6/23/2022 4:45 PM
20	Thankful for this program	6/23/2022 4:43 PM
21	Mrs.Shelia was very attentive	6/23/2022 4:43 PM
22	My cm was not interacting with me or offering me to help me out which was her job.	6/23/2022 4:41 PM
23	Ms. Love was the best	6/23/2022 4:40 PM
24	Loved my case manager Ms.Love, she was very helpful.	6/23/2022 4:39 PM
25	Thanks for all your support	6/23/2022 4:29 PM
26	Great Program!	6/21/2022 3:19 PM
27	The concern i have is that yall should make help more available to people. I got denied due to being over the income, if someone needs helps, they need help	6/21/2022 3:17 PM
28	No questions or concerns. I am very pleased with all the work done to my home.	6/21/2022 3:14 PM
29	I'm pleased with NC Relief.	6/17/2022 4:41 PM
30	grateful	6/17/2022 4:41 PM

Copy of Southeastern Community Action Partnership Satisfaction Survey

65	No	6/13/2022 11:31 PM
66	I love this company. Very helpful and I am very happy to have been a part of such an amazing company.	6/13/2022 9:12 PM
67	No but thank you all for the help I needed and keep helping others as well,, I may need y'all one day again but till that day is there anything I can do to help y'all,, again thanks	6/13/2022 6:21 PM
68	Kimberly Ball is excellent and very professional. Does her job well am very satisfied.	6/13/2022 6:16 PM
69	My case worker did very well with my case.	6/13/2022 2:45 PM
70	I appreciate the help keeping my home.	6/13/2022 2:24 PM
71	Loved Mrs. Jacobs	6/13/2022 1:27 PM
72	Ms. Alexandra Hunt was initially who I was speaking with until my case was assigned to Mr. Dee. Both of them are so nice. Very helpful, patient and kind case managers. He explained everything so well and guided me through the process to get my repairs to home. I had plenty of questions, and he was always able to assist with answering my questions in a timely manner. I am so thankful. I rate the highest 10 for NC Relief.	6/13/2022 12:33 PM
73	NA	6/13/2022 12:25 PM
74	None.	6/13/2022 12:24 PM
75	I was not able to receive assistance due to income, but case manager was nice.	6/13/2022 12:23 PM
76	Did not meet income approval.	6/13/2022 12:20 PM
77	Grateful.	6/13/2022 12:18 PM
78	Thank you for doing a good job helping others.	6/10/2022 4:25 PM
79	Service was very helpful in assisting me get to the next level in my life. I am very happy with my experience and customer service.	6/10/2022 2:06 PM
80	I would like to thank the company and my intake specialist. She went above and beyond to make sure my needs were met.	6/10/2022 1:23 PM
81	I would like to thank the company and my intake specialist. She went above and beyond to make sure my needs were met.	6/10/2022 1:23 PM
82	Thank you for your service.	6/10/2022 12:37 PM
83	Program staff were very helpful. Very responsive when customer had questions.	6/10/2022 12:26 PM
84	none	6/6/2022 2:33 PM
85	no other concerns just happy with repairs I received.	6/6/2022 1:46 PM
86	I'm so thankful for the assistance and repairs.	6/6/2022 1:42 PM
87	Mrs.Cashlyn went above , and beyond. Communicated effectively, and was very sweet. Anyone that has her as a case worker is blessed . Thanks!	5/26/2022 11:22 AM
88	Very Thankful	5/26/2022 10:47 AM
89	None	5/25/2022 1:12 PM
90	My lady was very helpful and nice.	5/25/2022 12:15 PM
91	No	5/23/2022 12:21 PM
92	N/a	5/23/2022 12:08 PM
93	What you do is important, and our community needs more agencies who will respond with kindness and compassion.	5/23/2022 11:25 AM
94	What you do is important, and our community needs more agencies who will respond with kindness and compassion.	5/23/2022 11:25 AM
95	Thank You!	5/19/2022 1:48 PM

Copy of Southeastern Community Action Partnership Satisfaction Survey

96	Yes, that i absolutely love and appreciate the program and those who helped me along the way.	5/19/2022 1:25 PM
97	Very much appreciate the kindness and assistance offered here.	5/18/2022 2:54 PM
98	I am very thankful for the program and for the assistance and kindness of those who worked with me.	5/18/2022 2:36 PM
99	Thank you	5/18/2022 2:35 PM
100	i can't begin to say how much your service and the attitude of your workers meant to me. If I ever need help again, I will certainly be in contact. God bless you.	5/18/2022 10:56 AM
101	Thank you for the service and for the friendly people who helped us.	5/18/2022 10:52 AM
102	They where very consistent and very helpful.	5/16/2022 5:47 PM
103	Excellent staff. Really concern about helping people who are in need of help.	5/14/2022 8:08 PM
104	Cashlyn Locklear-Oxendine did a wonderful job!!	5/13/2022 11:00 AM
105	No	5/9/2022 10:46 AM
106	Alexander hunt in Lumberton was so wonderful and did a job well done😊♥	3/25/2022 2:43 PM
107	Thank you so very much!!! I am so appreciative of your help	2/28/2022 5:04 PM
108	No	1/13/2022 11:00 AM
109	No.	1/13/2022 10:57 AM
110	Ms Jacobs kept me updated during the period of funding hold and updated me when my work would begin	1/7/2022 8:19 AM
111	I was referral from the CARES program over to the FESS program. I would like to thank Ms. McLendon for all what she had done and starting to do to help me and my family. At this time i asked my my case be closed do to some personal reason please understand it has nothing to do with Ms. McLendon. She was very helpful and understand i was glad to have her as my Case Manager. If i every need to come back to this agency she would be the person i would request to assist me. Thanks for all what your agency do to help family that are in need.	11/18/2021 3:35 PM
112	The director was very helpful and even came to my home after hours	10/19/2021 3:42 PM
113	The staff is always friendly. The are always willing to assist you.	10/18/2021 2:48 PM
114	N/A	10/12/2021 4:22 PM
115	Ms. Dunlap is a excellent case worker!! I'm so thankful for her!!😊	10/5/2021 9:57 PM
116	No	10/5/2021 7:28 PM



"To improve and empower the lives of the people we serve."

www.scapnc.org

HCV Section 8
Post Office Box 525
The Oaks Professional Building
915 S. Main Street – Suite I
Laurinburg, North Carolina 28353
910-277-3535



DATE: August 29, 2022

MEMORANDUM

TO: Shirely Hart, Board Chair & Dr. Ericka J. Whitaker, CEO

CC: Cynthia Foskey, Executive Administrator

FROM: Tiffany Anthony, Housing Director

SUBJECT: Request to Open HCV Section 8 Program Waiting List

Please accept this memorandum as my official recommendation and request to open the Section 8 Housing Choice Voucher Program Wait List effective Thursday, **October 6, 2022** and close on Thursday **June 29, 2023**. This request is being made in accordance with Chapter 4 of the SCAP, Section 8 Administrative Plan and 24 CFR 982.206. These guidelines support the opening of the waiting list to ensure that we have an adequate pool of applicants on the waiting list that we can reasonably serve within the next 24 months.

Applicants that applied last year (2021) have been or are in the process of being issued vouchers. So, we are in need of new applicants to cover turnover or an increase in funding allotted to provide additional housing assistance.

Your consideration and approval of this request is needed and will be greatly appreciated. Upon the receipt of your approval, we will publicize this notice in the local newspaper and on our social media websites.

- Approved
- Disapproved

By: _____
Shirely Hart, Board Chair

Dr. Ericka J. Whitaker, Chief Executive Officer

**Serving Bladen, Brunswick, Columbus, Hoke, Pender, Robeson, and
Scotland Counties since 1964**

August 29, 2022

Southeastern Community Action Partnership Inc
NC150

Dear Executive Director:

This is your public housing agency's award of new vouchers under the Consolidated Appropriations Act 2022 (P.L. 117-103). For more information on these awards, please see PIH Notice 2022-29.

The Consolidated Appropriations Act 2022 (P.L. 117-103) appropriated \$200 million for new incremental vouchers pursuant to a method, as determined by HUD, which may include a formula that may include such factors as severe cost burden, overcrowding, substandard housing for very low-income renters, homelessness, and administrative capacity. The allocation method is required to include rural and urban areas. The Act further provides HUD with the discretion to specify additional terms and conditions for the use of these vouchers to ensure that PHAs provide vouchers for use by survivors of domestic violence, or individuals and families who are homeless, as defined in section 103(a) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11302(a)), or at risk of homelessness, as defined in section 401(1) of such Act (42 U.S.C. 11360(1)). Note that HUD is encouraging but not requiring PHAs to institute preferences to only serve these populations with the new vouchers.

To help PHAs expeditiously lease these vouchers, HUD is using a portion of the CY 2022 Appropriations Act \$30 million administrative fee set-aside to provide a one-time special fee of \$750 for each voucher awarded. This is a Special Fee in addition to those listed in PIH 2022-14.

The following table provides the details for your agency's HCV award:

Housing Choice Vouchers Awarded: 4	
Housing Assistance Payments	Special Fees
\$22,423.12	\$3,000.00
Effective: October 1, 2022	Effective: October 1, 2022

For more information on this allocation of vouchers, see PIH Notice 2022-29. If your agency would like to accept this award, no action is required. If your PHA wishes to decline this award, please reply to NewHCVs@hud.gov by **Friday, September 2, 2022**, or they will be deemed accepted. If you miss this deadline, please contact NewHCVs@hud.gov if you wish to return this award.

Should you have questions about this award, please do not hesitate to contact your FMC Financial Analyst or email NewHCVs@hud.gov

Sincerely,
Danielle Bastarache
Deputy Assistant Secretary for Public Housing and Voucher Programs



"To improve and empower the lives of the people we serve."
www.scapnc.org

HCV Section 8
Post Office Box 525
915 S. Main Street – Suite I
Laurinburg, North Carolina 28353
910-277-3535

The fair market rent (FMR) for Scotland County for 2023 is as follows:

HUD Published FMR s For Scotland Co.

Year	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom
FY: 2023	\$582	\$586	\$771	\$978	\$1,036

¹Scotland County, NC is a non-metropolitan county. Effective October 1, 2022.

The PHA (SCAP, Inc.) is required to establish payment standards for each unit size in an FMR area. Unit size is measured by the number of bedrooms in a unit. The payment standards may be within several ranges depending on facts about the rental market. Payment standards may be established:

- Within the "basic range," which is between 90 percent to 110 percent of the 40th percentile FMR.
- Between **90** percent and **110** percent of the 50th percentile rent if the PHA has obtained HUD's approval for "success rate" payment standards.

Payment standards are used in the calculation of the housing assistance payment (HAP) that the Public Housing Agency (PHA) pays to the owner on behalf of the family leasing the unit. 24 C.F.R. 982.4 defines Payment Standard as the maximum monthly assistance payment for a family assisted in the voucher program (before deducting the total tenant payment by the family). SCAP, Inc.'s payment standard is **110%** of the FMR for Scotland Co. see below chart: **Effective October 1st**

Payment Standard	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom
Current	\$582	\$586	\$771	\$978	\$1,036
110% FMR	\$640	\$645	\$848	\$1,076	\$1,140

Most PHAs will establish payment standards within the basic range. Within the basic range, the payment standard is set between 90 percent and 110 percent of the 40th percentile published FMR. Increasing SCAP, Inc.'s payment standard to 110 percent of the FMR will keep our agency within the basic range.

¹ HUDUSER
 OFFICE OF POLICY DEVELOPMENT
 AND RESEARCH (PD&R) Fair Market Rents (40th Percentile Rents)

Draft Working Board Committees 2022-2023

Executive Committee Present	
Shirley Hart – Chair	
Carl Parker – Vice Chair	
Loretta Schmitzer – Treasurer /Finance Chair	
Tony Spaulding - Secretary	
Liaison Staff: Dr. Ericka J. Whitaker, CEO	
Cynthia Foskey, Executive Administrator	

These committee members are appointed by the Board Chair

Finance Committee Present	Sectors
Loretta Schmitzer – Chair	Public
Carl Parker	Private
Tim Ivey	Public
Dorene Evans	Private
Shirley Hart	Ex-officio
Liaison Staff: Lying Reeder, CFO	

Personnel Committee Present	Sectors
Carl Parker – Chair	Private
Gwendolyn Gardner	Consumer
Shirley Hart	Public
Lori Kirkpatrick	Consumer
Tony Spaulding	Private
Liaison Staff: Tamara Monroe, Chief Operating Officer	

Programs Committee Present	Sectors
Amanda Howard	Private
Larry McLean - Chair	Consumer
William Locklear	Public
Phoebe Chavis Harris	Private
Dorene Evans	Private
Liaison Staff: Tonie Brite, HS/EH Director	
Tiffany Anthony, Section 8 HUD Director	
Kathleen Lowe-Jacobs, CSBG Program Director	

Members of this committee cannot serve on the Executive Committee.

Nominating/Governance Committee Present	Sectors
Rodney Hester	Public
Keith Graham – Chair	Consumer
Larry McLean	Consumer

Jordyn McCormick	Private
Liaison Staff: Dr. Ericka J. Whitaker, CEO	
Cynthia Foskey, Executive Admin.	

Fundraising Committee	Sectors
Carl Parker – Chair	Private
Tony Spaulding	Private
Shirley Hart	Public
William Locklear	Public
Tim Ivey	Public
Loretta Schmitzer	Public
Phoebe Chavis-Harris	Private
Jordyn McCormick	Consumer
Lori Kirkpatrick	Consumer
Liaison Staff: Dr. Ericka J. Whitaker, CEO	

Recommendation as Board Representative to Policy Council – Phoebe Chavis-Harris

<i>Legal Counsel</i>	Attorney Jonathan Charleston
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