



FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

Approved by the Board on December 7, 2006

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

Table of Contents

	PAGES
Chapter One Purpose	3
Chapter Two By-Laws	4
Chapter Three Committee Protocols	12
Chapter Four Personnel Policies	18
Chapter Five Accounting, Audit and Financial Management Policies	36
Chapter Six Procurement Policies	42
Chapter Seven Records Management Policy	45
Chapter Eight Media and Communication	47
Chapter Nine Drug Free Work Place Policy	50
Chapter Ten Acknowledgement Form	51

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER ONE: PURPOSE

Note: References to the Executive Director shall pertain to the consultant serving as program director unless otherwise noted.

The Florida Coalition for the Homeless (FCH) Board of Directors have developed and enacted the following policies and procedures by virtue of the by-laws of the organization.

These policies and general operating procedures were enacted and are being adopted for the effective operation of FCH. The day-to-day functional implementation of these policies and procedures is the responsibility of the Executive Director acting on behalf of FCH.

The purpose of these policies and procedures is to serve as a reference tool in making decisions involving the management and operation of FCH; to establish guidelines to be followed by the Executive Director in determining employment practices; and to acquaint employees with their general employment rights, benefits and responsibilities. The manual will also provide employees with information on FCH's policies and procedures with respect to accounting and financial management, procurement, records retention and a drug-free work environment.

Organizational policies and procedures may be amended through the Executive Committee on recommendation of the Executive Director and/or the Executive Committee. Organizational policies and procedures should be reviewed on a periodic basis by the Executive Committee to determine if any changes are necessary.

Since FCH is a constantly changing organization, it reserves the right to change any of these personnel policies at any time. Employees will be notified of any such changes by appropriate means. Changes will be effective on dates determined by FCH, and employees may not rely on policies that have been superseded. Only the Board of Directors has authority to alter the personnel policies.

Any employee who is uncertain about any policy or procedure should check with the FCH Executive Director.

This manual supersedes all previous employee handbooks and memos which may have been issued on subjects covered herein.

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER 2: BY-LAWS

Article I - Name

The name of the Corporation shall be the Florida Coalition for the Homeless, hereafter referred to as FCH. FCH is a not-for-profit member organization incorporated in the State of Florida pursuant to Chapter 617 of the Florida Statutes.

Article II - Mission

The mission of FCH is to eliminate homelessness by empowering, leading, and supporting people who are homeless or at risk of homelessness, local coalitions, service providers, and other interested individuals and groups. We will accomplish our mission through education, advocacy, organizing, technical assistance, and networking.

Article III - Membership

Section 1: Types of Members

- A. Individual Members must be persons who are homeless and/or concerned with the care and treatment of poor and homeless persons.
- B. Organizational Members may include one or more organizations interested in or concerned with the care and treatment of poor and homeless persons.

Section 2: Rights of Members

- A. To attend annual Member meetings.
- B. To vote for Directors where provided for in these By-laws.
- C. To attend special meetings of the Members whenever called.
- D. To receive regular information on the activities, programs, and decisions of FCH.
- E. To serve as a Director, if elected by the Members.
- F. For Organizational Members that are Lead Agencies or Local Homeless Coalitions as defined in Article VIII of these By-laws, to serve on Policy Council.

Section 3: Meetings of Members

- A. Members of FCH shall meet at least once a year at times and places to be determined by the Board. The Annual Meeting of the members shall coincide with the Annual Conference or, in the event that no conference is held, shall be the first meeting held after June 30 of that year.
- B. Special meetings of the Members may be called by the President or by written petition to the President signed by at least fifteen (15) Members.
- C. Notice of meetings shall be sent to the Members at least fourteen (14) days prior to the meeting date.

Section 4: Membership Dues

- A. Membership dues shall be set annually by the Board.
- B. Membership dues may be waived at the discretion of the Board in cases of financial hardship.

Article IV - Board of Directors

Section 1: Membership

- A. Directors must be Members of FCH, and must be at least 18 years of age.
- B. There shall be at least five (5) and not more than fifteen (15) Directors. A majority of Directors shall be members of the Policy Council defined in Article VIII of these By-laws, except that any failure to maintain such a majority resulting from the resignation or removal of a Director shall be permitted until such time as the Policy Council selects a sufficient number of Directors. The remaining Directors shall be elected by the Members with particular attention to the need for geographical diversity among the Board. The requirements that the number of Directors not exceed fifteen (15) and that the majority of Directors be elected by the Policy Council may be waived until the first Annual Meeting following their effective date.
- C. All efforts shall be taken to achieve representation on the Board of Directors by those who have experienced homelessness directly.
- D. The Board shall make an active effort to seek diversity among its members, and shall not discriminate based on race, ethnicity, gender, age, religion, sexual orientation.
- E. Each term shall be three (3) years, except that Directors elected by the Policy Council who resign or are removed from the Policy Council shall simultaneously resign or be removed from the Board.
- F. The Board Development Committee shall make recommendations to the Board of Directors regarding the staggering of Director terms in order to ensure continuity on the Board.
- G. Each Director must serve on at least one (1) committees, not including the Executive Committee.
- H. The Board shall have the authority to remove any Director by a majority vote of those present at a duly constituted meeting of the Board.

Section 2: Officers

- A. The President shall be the principal Executive Officer of FCH and shall coordinate and facilitate all business and affairs of FCH. The President will preside at all meetings of the members and of the Directors and will perform all other duties as may be assigned by the Directors.
- B. The Vice President shall, in the absence of the President or in the event of an inability or refusal to act, perform these duties and shall have the powers of and be subject to all the restrictions of the President. The Vice President shall perform all other duties as may be assigned by the President or by the Directors.
- C. The Secretary shall keep minutes of meetings and perform all duties incident to the office of Secretary and other duties assigned by the President or by the Directors.
- D. The Treasurer shall perform all duties incident of the office of Treasurer and other duties as may be assigned by the President or by the Directors as specified in the Fiscal Policies and Procedures.
- E. The Officers of FCH shall be elected annually by the Directors at the annual meeting of the Directors. Each officer shall hold office until the officer's successor has been elected and qualified.
- F. Officers shall serve a term of one (1) year.
- G. No two (2) officers may reside in the same county, and not more than (2) officers may reside in adjacent counties.

Section 3: Nominations and Elections by the Membership:

- A. Nominations for Directors may be submitted by any Member of FCH and should be given to the Board Development Committee at least sixty (60) days prior to the annual meeting. Nominations for Directors to fill seats reserved for Policy Council members may be submitted by the Policy Council only. The Board Development Committee shall provide to the general membership in writing a proposed slate two (2) weeks prior to the Annual Meeting.

- B. Nominations may be taken on the floor if the Directors determine that an insufficient number of nominations have been received by the Board Development Committee prior to the Annual Meeting.
- C. Candidates shall be voted on at the Annual Meeting of Members based on criteria and qualifications defined by the Board Development Committee and approved by the Board of Directors.
- D. Vacancies may be filled by the vote of a majority of the Directors present at any duly-constituted Directors' meeting, except that vacancies in seats reserved for Policy Council members may only be filled by Policy Council members. All Directors elected to fill vacancies shall serve until the next Annual Meeting of the Members and until their successors have been elected and qualified. The term of these Directors who have been elected through a vacancy shall not begin until the next Annual Meeting of the Members.

Section 4: Meetings

- A. The Board shall meet at least four (4) times a year at times and places to be determined by the President with the consent of the Directors.
- B. An Annual Meeting of the Directors shall directly follow the Annual Meeting of the Members.
- C. Special meetings of the Directors may be called by the President or by written petition to the President signed by at least fifteen (15) percent of the Directors.
- D. Notice of all meetings shall be sent to the Directors at least fourteen (14) days in advance of the meeting date.
- E. Directors should make every effort to attend all official meetings and inform the President of extenuating circumstances preventing their attendance. Directors missing at least three (3) meetings within a year shall be automatically removed from their position.

Article V - Committees

Section 1:

FCH shall have an Executive Committee shall be comprised of Officers of FCH, Past President, and not more than two other board members to be appointed by the President. The Executive Committee may act on matters on behalf of the full Board or any other FCH committee for FCH matters requiring immediate attention. All actions of the Executive Committee must be ratified by the full Board. The President shall preside over the meetings of the Executive Committee.

Section 2:

The Board of Directors may create and dissolve any other standing committees as determined appropriate and necessary by the Board of Directors for purposes of managing internal affairs and addressing external issues. Either the Board or Executive Committee may create and dissolve ad-hoc committees as necessary.

Section 3:

If at least one (1) currently or formerly homeless individual has not been elected as an Officer, one shall be appointed to the Executive Committee as an at-large member.

Section 4:

Committee chairs shall be appointed from the Directors by the President with the consent of the Executive Committee.

Section 5:

The terms for committee chairs shall be one (1) year.

Section 6:

Committee assignments should be made by the committee chair, the Executive Committee, and the individual member based on a joint evaluation of each member's experience, skills, interests, and availability.

Section 7:

Each committee should have at least one (1) currently or recently homeless individual as a member.

Section 8:

Committee members need not necessarily be Directors.

Section 9:

All committees shall maintain written records of meetings and shall file reports to the Directors at least once a year.

Section 10:

Any standing committee may be placed on inactive status by the President with the consent of the Executive Committee. During any such period, the committee need not meet or file reports.

Article VI - Parliamentary Authority

Section 1:

The rules contained in the current edition of *Robert's Rules of Order, Newly Revised* shall govern FCH in all cases where they are not inconsistent with the By-laws and any special rules of order that FCH may adopt.

Section 2:

A quorum shall consist of one-third of the Board of Directors.

Section 3:

The Directors, in transacting business, shall act by vote of a majority of the Directors present at any duly constituted meeting except where noted otherwise.

Section 4:

Unless otherwise precluded by prior action of the Board of Directors, The Board and its committees may conduct official business via teleconference or any other means permitted under Chapter 617, Florida Statutes.

Section 5:

- A. If the President determines that consideration of emergency action that cannot be timely considered at a meeting of the Board of Directors is warranted, he or she may transmit proposed action in writing for consideration by Directors via fax, e-mail, U.S. mail or courier. The proposed action must be accompanied by a clear indication of the date and time by which the Secretary must receive votes from Directors. Each Director must receive the precise wording of the proposed action and rationale for said proposal at least three days prior to the published deadline for receipt of votes.

- B. In order to constitute such official emergency action of the Board, the Secretary must receive votes of approval for the precise motion as originally transmitted from not less than 75% of the full Board of Directors prior to the published deadline for receipt. Votes must be transmitted in writing and may be delivered via fax, e-mail, U.S. mail or courier.

Article VII - Management of Funds

Section 1:

FCH funds shall be deposited in those banks, trust companies or other depositories as the Board may select, with checks to be withdrawn with signatures as the Board will prescribe.

Section 2:

The Board may authorize any Officer or Officers, agent or agents, to enter into any contract or execute and deliver any contract or other instrument in the name of and on behalf of FCH. Such authority may be general or confined to specific instances. No purchase, sale, or mortgage of real property shall be made unless authorized by the Board. All checks, drafts, and other evidence of indebtedness issued in the name of FCH must be signed or endorsed by such Officer or Officers, Employee or Employees, or Member or Members of FCH as will be determined by resolution of the Board. Each such Officer, Employee, or Member shall give bond as the Board may require at the expense of FCH.

Section 3:

The Board has the authority to appoint an Executive Director for the organization who will perform such functions as defined by the Board.

Section 4:

The Board may accept on behalf of FCH any contribution, gift, bequest, or device for the general purposes or for any special purposes of FCH only where the acceptance and disposition of any gift is strictly in accordance with the limitations of these By-laws.

Section 5:

The books and records of FCH shall be made available for inspection by Members on any reasonable basis prescribed by the Board of Directors.

Article VIII – Policy Council

SECTION 1: DEFINITIONS

- A. “Local Homeless Coalition” or “Coalition” is as defined in Section 420.623, Florida Statutes.
- B. “Continuum of Care” or “Continuum” means a Local Homeless Assistance Continuum of Care, as defined in Section 402.624, Florida Statutes.
- C. “Continuum of Care Lead Agency” or “Lead Agency” is as defined as in Section 420.622, Florida Statutes.
- D. “Small Continuum” means a Continuum of Care for which the most populous county within its coverage area has a population less than or equal to the median population of the most populous counties within the coverage areas of all lead agencies in Florida, based on the most recent county population estimates issued by the United States Census Bureau.
- E. “Large Continuum” means a Continuum of Care for which the most populous county within its coverage area has a population greater than the median population of the most populous counties within the coverage areas of all lead agencies in Florida, based on the most recent county population estimates issued by the United States Census Bureau.

SECTION 2: PURPOSE

FCH shall establish and maintain a Policy Council for the purpose of advising the Board of Directors on matters of policies and priorities of its external and governmental affairs.

Section 3: Composition

- A. Each Coalition and each Lead Agency recognized by the Board of Directors and in good standing appoint one (1) representative to the Policy Council. The Board of Directors shall determine which Coalitions and Lead Agencies are in good standing. A Coalition that is also a Lead Agency may appoint two (2) representatives.
- B. The exact number of seats on the Policy Council and the set of Coalitions, Lead Agencies and any other organizations for which they are reserved shall be determined by the Board of Directors and published annually at least thirty (30) days prior to the FCH Annual Meeting in accordance with this section. The revised composition shall be effective as of the date of the Annual Meeting and remain in effect until the following Annual Meeting.
- C. Policy Council members may be appointed or re-appointed, whichever is appropriate, at each Annual Meeting to serve a term of one year.
- D. Vacancies on the Policy Council may be filled at any time by informing FCH in writing or at a called meeting of the Policy Council.
Absent communication from the Coalition or Lead Agency, any individual representing such an organization on the Policy Council as of the date of the Annual Meeting shall automatically be appointed to a subsequent term.
All disputes or questions regarding representation on the Policy Council shall be resolved by the Board of Directors.

Section 4: Meetings

- A. The Policy Council shall meet at least two (2) times a year at times and places to be determined by the Chair with the consent of the members.
- B. Special meetings of the Policy Council may be called by the Chair or by written petition to the Chair signed by at least fifteen (15) percent of the Policy Council membership.
- C. Notice of all meetings shall be sent to the Policy Council members at least fourteen (14) days in advance of the meeting date.
- D. Any Policy Council member may place a proposed action item for consideration on a Policy Council meeting agenda. The member must simultaneously provide to the Chair or his or her designee a written statement of the proposal and any accompanying rationale.
- E. A tentative agenda including proposed action items for consideration for each Policy Council meeting shall be provided to Policy Council members at least seven (7) days prior to the scheduled meeting.
- F. A proposed action item that was not submitted at least seven (7) days prior to the scheduled meeting may be placed on the meeting agenda upon 2/3 vote of the members present at a duly constituted Policy Council meeting

Section 5: Parliamentary Authority

- A. The Policy Council shall conduct business and be subject to these By-laws and the direction of the Board of Directors in the same manner as any FCH standing committee except as otherwise indicated in these By-laws.
- B. Those Policy Council members in attendance at a duly noticed meeting of the Policy Council shall constitute a quorum.
- C. For a motion to be considered an official action of the Policy Council, the motion must garner:
 - 1) a majority of votes cast by the representatives of the Lead Agencies for the Small Continuums; and

- 2) A majority of votes cast by the representatives of the Lead Agencies for the Large Continuums.
- D. Any action approved at a Policy Council meeting shall be directly transmitted to the President upon adjournment. The President shall determine whether to refer the matter to the Board of Directors for consideration. If he or she declines to make the referral, the matter shall be considered the official action of FCH, until such time as that action is rescinded by the Board of Directors.
- E. A Coalition or Lead Agency may designate an alternate to represent its interests in the absence of its appointed representative. Such designations shall be submitted in writing to the Chair.

SECTION 6: OFFICERS

- A. At the first meeting of the Policy Council following the Annual Meeting, the Policy Council shall elect a Chair and a Vice Chair from among the Lead Agency representatives among its membership to serve a one-year term.
- B. If the Chair represents a Lead Agency for a Small Continuum, the Vice Chair must represent a Lead Agency for a Large Continuum, and vice versa.

Article IX – Indemnification

To the fullest extent permitted by law, FCH shall indemnify and hold harmless all agents against claims arising from any alleged or actual action or inaction in the good faith performance of their duties. For purposes of this Article, agents shall include all Directors, Officers, Policy Council members and employees of FCH. FCH shall purchase and maintain insurance on behalf of its agents against or incurred by the agency in such capacity arising out of the agent’s status as such.

Article X – Disposition of Assets

In the event of the dissolution of FCH, the property and assets thereof, after providing for all obligations and liabilities of FCH, shall then be disposed of exclusively for the purpose of FCH, in any such manner, or to such organizations exempt from taxation under Section 501(c)(3) of the Internal Revenue Code as shall be determined by the Board of Directors.

Article XI - Amendments

Section 1:

Amendments may be proposed by the Board or upon petition of any five (5) members addressed to the Board. All proposed amendments must be presented in writing by the Board Development Committee to the membership for review and comment.

Section 2:

These By-laws may be amended by a two-thirds vote of the Board at any scheduled or special meeting provided that at least thirty (30) days prior notice, in writing, has been given to the membership.

Section 3:

Absentee ballots shall be provided on request by the Board, and must be received by the Secretary at least five (5) days prior to the meeting at which the vote is to be taken.

Article XII– Severability

If any provision of these By-laws or the application thereof to any person, entity or circumstance is deemed illegal, invalid, or unenforceable, such determination shall not affect other provisions or applications of these By-laws, which can be given effect without the invalid provision or application. In lieu thereof, there shall be added a provision as similar in terms to such illegal, invalid, and unenforceable provision as may be possible and be legal, valid, and enforceable.

AS AMENDED 11/3/95, 10/26/98, 11/1/99, 1/10/00, 10/1/01, 4/22/02, 9/8/02 (corrected), 1/24/05

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER 3: COMMITTEE PROTOCOLS

COMMUNICATIONS AND OPERATIONS

1. Committee Meeting Protocol

- The chair, vice-chair or designee will facilitate committee meetings. If neither chair nor vice-chair is available, the meeting will be cancelled.
- The chair, vice-chair or designee will articulate any staff-related needs to the executive director (E.D.) in writing as far in advance as is possible.
- The E.D. will respond to committee-related questions from the chair, vice-chair or designee within 48 hours, or the E.D. will inform the board president why the request cannot be met and discuss a revised timetable for response.
- After consecutive committee meeting cancellations or the third cancellation in a year, the board president will meet with committee leadership to discuss the possible need for leadership change; the president may also recommend to the Executive Committee (EC) to allow the committee to move to inactive status.
- Committee meetings should be held monthly, in person or via conference call.
- Board and committee meeting minutes should be submitted to staff within two weeks prior to the quarterly meetings.
- Meeting minutes must also be forwarded to the Executive Committee in time for review before EC meeting dates, especially if action is required.
- The board secretary will prepare and make available a general template for meeting minutes that should be utilized by all committees.

2. Committee Maintenance

- Committee chairs (or their designees) and office support staff will confer on a monthly basis and update committee roster.
- The committee chair (or his/her designee) is responsible for recruiting participating members. Office support staff will notify chair of prospective committee members who contact FCH.
- The committee chair (or his/her designee) is responsible for assuring that minutes are taken and forwarded to committee members and to the FCH office.
- No limit will be set on how many or which committees board members may participate in, except that each Board member must be active in at least one active committee. Active participation means attendance at committee meetings and steady work on committee-assigned tasks.

- The committee chair (or his/her designee) will keep attendance at committee meetings and will forward attendance documentation to the Board Development Committee and the Executive Committee.
- Office support staff will set up and notice all teleconferences.
- Committee chairs (or their designees) will keep a list of active issues and will assign/record action steps to be forwarded to the Executive Committee with meeting minutes.
- Communication from committees to staff should be funneled through the committee chair or his/her designee, in order to streamline efforts and workload for staff.

3. Issue Routing and Processing

- The E.D. will provide updates on the status of all active issues and action steps and will forward these to the Executive Committee prior to monthly calls. (See below - all interested parties can receive Executive Committee communication.)
- New policies, position issues and projects that are not natural extensions of active issues should be simultaneously referred to the board president for processing and routing at the Executive Committee level.
- Member issues not processed and routed by the Executive Committee will likely not receive attention from the board or staff.
- The E.D., with guidance from the Executive Committee, will set up e-mail groups for communication regarding FCH issues that will, at a minimum, include one group for each of the standing committees. Any FCH member may request to receive information from any of the groups. Such requests will be maintained by office support staff.

Any person wishing to be apprised of or to participate in activities relating to a specific issue should request to join the corresponding e-mail group. Persons not signed up for a group will not receive information, nor have opportunity to provide input regarding committee issues unless related decisions require action by the Executive Committee or full Board of Directors.

- Persons concerned that they may not be receiving information from a group that they believe they have joined should contact both the board president and the E.D. immediately.
- Persons concerned that the E.D./office support staff are not completing required tasks should contact the board president immediately so that the concern can be resolved through discussion with the E.D. or referred to EC.
- Office support staff will send committee schedule to all Board and committee members by first of each month, based on standing assumptions or information provided by chairs
- Chair (or designee) sets agenda with coordination and input from the E.D. (contact each other as pertinent issues arise)
- Chair (or designee) takes or assigns minutes.
- Chair (or designee) refers issues to EC where the E.D. or the board president or designated member presents an issue.

- Ensuring committee production is the responsibility of the chair and vice-chair.

4. Authorization to Proceed

- The E.D. and committees may proceed with any action that follows automatically from FCH's adopted position statements. However, any such significant actions (e.g., press conferences, legislative initiatives) should be approved in concept by the EC whenever feasible.
- The E.D. is to coordinate the work effort closely with the board president. The E.D. (with the board president's concurrence) is not required to wait for committees to work on issues or to move issues forward.
- Actions that do not automatically follow from adopted positions must be approved by the EC or the full Board, unless all EC members who respond within 12 hours of a transmission of an urgent e-mail from the board president or the E.D. agree that an emergency situation exists, and that any delay in a response by FCH would clearly result in more harm coming to homeless people than any good that might be achieved by waiting.
- Decisions regarding contracts, policies, positions, budgets, major funding proposals, binding commitments and priorities are the purview of the full Board of Directors. If time constraints dictate that action be taken prior to any opportunity for consideration by the full Board, the EC may act on behalf of the Board, and the Board must ratify the EC action, per the FCH by-laws. However, prior to any such EC action, the full Board will be notified and provided at least 24 hours notice from the time of transmission to offer a response. At the subsequent Board meeting, after ratification of the EC action, the Board may consider action to rescind or modify the EC action, to the extent that the decision is reversible or subject to modification at that time.
- A hierarchy should be clarified to determine the importance and appropriateness of requests made by members, in the following order: officers, committee chairs, active committee members, and others.
- Regarding concern about staff's performance, contact should first be initiated directly with the E.D. with a copy to the Board President.
- Meetings include those held by teleconference.

COMMITTEE CHAIRS ROLES, RIGHTS, AND RESPONSIBILITIES

Committees are the base for efforts that FCH strives to accomplish, and creating and maintaining effective committees is paramount for the success of the organization. To strive for excellence in our committee efforts, and to empower volunteers to be successful leaders in chairing FCH committees, this procedure outlines the roles, rights and responsibilities of committee chairpersons and FCH staff, so we may work together effectively to achieve our desired goals.

Committee chairs (or chairpersons) shall include the board members appointed by the FCH President to lead internal or external committees, or may include the chairperson's designee, including a co-chair or an active committee member who may fulfill chairperson roles when necessary.

Described below are the chairperson roles, rights and responsibilities.

1. Chairperson Roles

- A committee chair is the board member appointed by the FCH board president to provide leadership and oversight of an FCH committee.
- It is the general role of the chairperson to recruit members, convene meetings, direct committee efforts, and report on behalf of their designated committee. This will require a great level of commitment, time and willingness to serve in a leadership capacity.
- Chairpersons, as leaders, should be fully educated about FCH's mission, goals, policies and procedures, positions statements, and strategic plan objectives, and should ensure that the efforts of their committees are consistent with these directives.
- Committee chairpersons serve as a direct link for information to the Board and Executive Committee and are expected to actively partake in such meetings.

2. Chairperson Rights

Committee chairs have the right to receive adequate support from FCH staff and board members. Other board members should actively participate in committees and should provide support to committee chairs as warranted and appropriate. Support may include assistance in recruiting members, carrying out committee work, convening meetings, and providing information reports as needed to other board members or committees.

Support from staff shall be limited to those functions that fall within staff roles, such as notification of meetings, media relations, and the like. Staff should also be utilized as a source of information to keep committees abreast of critical issues related to the committee's area of functioning, but staff should not be used to guide or direct committee efforts. Staff should also not be utilized to fulfill roles or to carry out committee work that should otherwise be conducted by board or committee members, such as taking meeting minutes, recruiting committee members, drafting correspondence, and the like.

3. Chairperson Responsibilities

Committee chairs are expected to follow through with the responsibilities listed below, or to designate an appropriate and responsible committee member to act on their behalf in such capacity:

- Recruit new committee members and make efforts to fully engage them in the work of the committee.
- Convene regular meetings of the committee (in person or via conference call) to keep members active and abreast of critical issues.
- Notify FCH staff of upcoming meetings and work with staff to provide timely notification of committee meetings.
- Ensure that committee members are aware of the committee's purpose, strategic planning goals and objectives, and positions statements related to the committee's area of functioning.
- Follow proper parliamentary procedures when chairing meetings to encourage formal motions, discussion, recorded votes on motions, and the like.
- Record attendance at all committee meetings and ensure that proper minutes are documented that reflect all actions and key items focused on at each meeting.
- Forward copies of all meeting minutes, correspondence, and other work products to the FCH President and Executive Director.
- Serve as an information link between the FCH Board and committee members to convey important information, concerns, proposed actions, changes in policy, and the like.

- Report regularly to the full board and FCH Executive Committee on the work efforts and actions of the committee.
- Actively participate in all FCH board meetings and strategic planning sessions.
- When unable to participate in required meetings, designate a (non-staff) representative from the committee who is willing and able to fulfill the role of acting chairperson.
- In every way, committee chairs should exemplify what it means to be an active and responsible FCH board member, including attendance at board meetings, staying abreast of FCH communication on relevant issues, being a dues paying member, and contributing financially to support the work of FCH.

4. Committees

The Executive Committee is currently the only standing committee. The Board of Directors can create and dissolve any other committees, such as those listed below, as determined appropriate and necessary by the Board of Directors for purposes of managing internal affairs and addressing external issues. Either the Board or Executive Committee may create and dissolve ad-hoc committees as necessary.

Internal Issues Committees

The **Executive Committee** consists of the FCH Officers and the Chairs of all Standing Committees, who shall be the voting members. The Executive Committee has general oversight of all the affairs of the FCH, including direct supervision of FCH staff, in accordance with the established Personnel Policies and Procedures of FCH. The Executive Committee meets as necessary to perform its function, but no less than one (1) time per quarter, at a time and location established by the President. All Executive Committee meetings are open to all FCH members.

Suggested Internal Issues Committees

The **Nominating Committee** is appointed by the President in June of each odd-numbered year and consists of not less than three (3), nor more than five (5), members. The Committee shall suggest a slate of nominees for each office at the general membership meeting in August. Additional nominations may be accepted in writing with two (2) member signatures prior to the August general membership meeting.

The **Policy Committee** develops, proposes, and guides the board of directors implementing the new Policy Group Structure. Will require working jointly with the Membership and Board Develop Committee.

The **Membership Committee** is responsible for membership issues, including recruiting a membership base for FCH, making recommendations on membership dues, and ensuring that each FCH member receives information and materials consistent with their rights.

The **Board Development Committee** this committee is responsible for overseeing a process for the identification and nomination of candidates for the Board and its officers; developing and orientation and training program for new directors; evaluating Board effectiveness; and maintaining the bylaws of the organization.

The ~~Ad-Hoc~~ **Conference Committee** is responsible for the planning and coordinating all responsibilities required for the Coalition's annual conference.

The **Finance Committee** is responsible for ensuring sound, ethical fiscal practices and management and presenting an annual budget to the Board.

The **Resource Development Committee** is responsible for creating a strategic funding plan for FCH; and for cultivating and soliciting financial support.

Suggested 5. External Issues Committees

~~The **Civil Rights and Economic Justice Committee** is responsible for identifying and prioritizing issues impacting homeless persons in the State of Florida and beyond, specifically in the area of civil rights and economic justice. This committee shall recommend strategies to bring these issues to the forefront and propose positions to be adopted and acted on by FCH.~~

~~The **Coalition and Continuum Relations Committee** will assist local coalitions in their development and enhancement of a continuum of homeless services by facilitating the networking and coordination of local homeless coalitions and homeless assistance continuums of care around the state, especially those in underserved communities. This committee will also serve as an information and referral resource to assist Coalitions in these efforts, and shall propose positions to be adopted and acted on by FCH.~~

The **Legislative Committee** will partner with other FCH Committees in an action/feedback system by: coordinating advocacy efforts aimed at implementing FCH Committee priorities through legislative actions and state-level policies; identifying potential legislative actions and state-level policies that may affect homeless persons and referring those issues to the appropriate FCH Committees for research, consideration, and prioritization. The Committee will also conduct or facilitate training on advocacy strategies at the statewide and local levels.

The **Support Services Committee** will identify, assess and determine critical support service needs to the homeless in the State of Florida for the purpose of planning, coordination and strengthening services in these support areas.

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER FOUR: PERSONNEL POLICIES

This section summarizes for all employees of Florida Coalition for the Homeless (FCH) the policies, rules, pay, and benefits which apply to them.

The information contained in this section applies to all employees of FCH. It is presented as a matter of information only, and its contents should not be interpreted as a contract between FCH and any of its employees.

EMPLOYMENT RELATIONSHIPS

Employment with FCH is entered into voluntarily, and employees are free to resign at any time, for any reason, with or without notice. Similarly, the FCH Executive Director is free to conclude the employment relationship at any time.

Although there is no obligation to provide notice of termination, FCH requests that resigning employees provide at least two weeks notice.

The FCH Executive Director is responsible for all employment decisions, including but not limited to hiring, discipline, and termination of FCH employees.

EMPLOYMENT POLICIES

1. Definitions of Employment Status:

The following terms will be used to describe the classification of employees and their employment status:

- a. Exempt
Employees whose positions are exempt from overtime pay requirements, as defined by Federal Labor Standards.
- b. Non-Exempt
Employees whose positions are eligible to receive overtime pay, as defined by Federal Labor Standards.
- c. Full-time
Employees regularly scheduled to work 40 hours per week.
- d. Part-time

Employees regularly scheduled to work between 20 and 39 hours per week. Those employees working fewer than 20 hours per week are ineligible for FCH benefits.

e. Temporary

Temporary employees are hired for a pre-established period, usually during peak workloads or for vacation relief. They may work a full-time or part-time schedule. They are ineligible for FCH benefits and holiday pay.

f. Orientation Period (Probation)

New employees with less than 180 days of service are considered to be probationary. Successful completion of the orientation/probationary period does not alter or affect an employee's at-will status.

2. Hiring

The FCH Executive Director has the sole responsibility for hiring staff personnel required to conduct the business of the FCH.

A criminal background screening is a prerequisite for all personnel prior to hiring. This is a condition of employment, and no hiring shall be complete until the background screening is completed, and the report resulting from the screening demonstrates nothing of significance.

3. Equal Opportunity

FCH maintains a policy of nondiscrimination with employees and applicants for employment. No aspect of employment with FCH will be influenced in any manner by race, color, religion, sex, pregnancy, sexual orientation, age, national origin, disability, medical condition, citizenship, or any other characteristic protected by state or federal laws.

4. Employment of Relatives

FCH has no general prohibition against hiring relatives. A few restrictions have been established to help prevent problems of safety, security, supervision, and morale.

While FCH will accept and consider applications for employment from relatives on the same basis as it accepts and considers all other applications, close family members such as parents, grandparents, children, spouse, brothers and sisters, or in-laws of current employees will not be hired or transferred into positions where they directly or indirectly supervise, or are supervised by, another close family member, or if there is an actual or apparent conflict of interest.

5. Employment of Minors

Generally, regular employees must be 18 years of age or older. Occasionally, FCH may elect to hire students or others who are 16 or 17 years old with specific prior approval of the FCH Executive Director.

6. Personnel Records

Important events in each employee's history with FCH will be recorded and kept in the employee's personnel file. Regular performance reviews, change of status records, commendations, corrective action warnings, and educational attainment records are examples of records maintained in the personnel file.

Personnel files are available for inspection by employees. Requests for inspection should be made of the FCH Executive Director.

Each employee is responsible for notifying the FCH Executive Director of changes in address, telephone number, and/or family status (births, marriage, death, divorce, legal separation, etc.), as income tax status and group insurance may be affected by these changes. This responsibility includes employees on lay-off status and leaves of absence.

7. Hours of Work: Time Records

The normal work week consists of forty hours, worked eight hours per day for five consecutive days, and may include week end days. From time to time, the FCH Executive Director may need to change employees' schedules to meet other business needs. Notice will be given as far in advance as possible.

Any employee needing to leave work early for any reason must obtain prior approval of the FCH Executive Director.

8. Lunch and Rest Periods

The requirements of operation of the Homeless Assistance Center necessitate staff remaining at the Center throughout the work day; therefore, employees will receive a lunch meal each day at no cost to the employee.

9. Job Descriptions

FCH uses job descriptions to aid in staffing, wage and salary administration, and training. These descriptions also help employees and the FCH Executive Director communicate about job responsibilities.

From time to time, employees are expected to perform duties and handle responsibilities that are not part of their normal jobs. If, over the months, the new duties and responsibilities remain a significant part of the assignment, the job description may be changed by the FCH Executive Director.

10. Performance Appraisals

Employees will receive a performance appraisal from the FCH Executive Director on or near the sixth and twelfth month anniversaries of their hire date during their first year of employment with FCH. Thereafter, employees will receive performance appraisals once a year, on or near their employment anniversary dates. The performance appraisal reviews the employee's strengths and also points out ways to improve the employee's performance.

11. Promotions; Job Posting

FCH has a policy of promoting from within whenever practicable to fill more responsible positions. FCH strives to promote the most capable and experienced individual, based on

demonstrated ability to assume greater responsibility. At the same time, because FCH has such a limited staff, with uniquely required skills for each job position, FCH may need to recruit and hire outside FCH to attract the most qualified individual for a particular opening.

12. Resignation

Although there is not obligation to provide notice of termination, FCH requests that resigning employees provide at least two weeks notice prior to the anticipated date of departure so that an orderly transition can be made. This process includes turning in FCH property, completing required forms, and having an exit interview.

WAGE AND SALARY POLICIES

1. General Wage and Salary Policy

FCH strives to pay salaries that are competitive with those in our community and industry, recognizing individual effort and contribution to the success of the organization.

The wage and salary plan classifies each position based on:

- a. Knowledge and ability requirements
- b. Variety and scope of responsibilities
- c. Physical and mental demands

Established wage or salary ranges are reviewed annually, as part of budget preparations for FCH.

2. Wage or Salary Increase Policy

Wage and salary increases, if any, may be made within the approved salary range and are based upon individual performance. Evaluations will be conducted by the FCH Executive Director. There is no guarantee of a wage or salary increase at the time of a performance evaluation, or at any other time. The decision of whether to increase wages or salary is at the sole discretion of FCH.

3. Overtime Pay

Overtime is work that is ordered and authorized in excess of 10 hours in any regular work day and 40 hour week for employees who are not exempt. All overtime work by non-exempt employees must be requested and authorized in advance by the FCH Executive Director.

Overtime for non-exempt employees shall accrue at the rate of one and one-half times the hours actually worked up to twelve hours in a day and at the rate of double time the hours actually worked for hours over twelve in one day. Overtime hours shall be paid on the next regular pay period. Exempt employees are not eligible for, and will not receive, overtime pay. Employees who work overtime without prior authorization will be subject to discipline, up to and including termination.

Paydays

Employees are paid bi-monthly on the 15th day and the last day of each month. When a pay date falls on a Saturday, Sunday, or holiday, checks will be issued the last prior business day.

EMPLOYEE BENEFITS AND SERVICES

1. Health Benefits

FCH provides no benefits.

2. Social Security

All employees are covered by the Federal Social Security Act. A required percentage of each employee's salary is deducted from his/her paycheck to pay the employee's for this protection, and FCH will match that deduction dollar-for-dollar. The plan provides for retirement, disability, death, survivor, and Medicare benefits.

3. Paid Personal Leave

FCH's paid personal leave time program is designed to provide eligible employees who are regularly scheduled to work a minimum of 20 hours per week, with the opportunity to rest and get away from the everyday routine and to provide time off taken because of the illness of the employee or his/her family.

Leave time may be accrued up to a maximum of 120 hours, and is usable, subject to written approval of the Executive Director, after completion of at least six months of continuous employment. No further leave time will accrue once an employee has accumulated the maximum of 120 hours. When the employee uses sufficient leave time to bring his/her accrual total below the maximum, accrual will begin again at the usual rate.

Regular, full-time employees who are regularly scheduled to work a minimum of 40 hours per week accrue personal leave time at the following rates:

- a. Up to a maximum of 15 days per year up to five years of service
- b. Up to a maximum of 20 days per year from five to ten years of service
- c. Up to a maximum of 25 days per year for ten years and beyond

Employees who are regularly scheduled to work between 20 and 39 hours per week accrue personal leave on a prorated basis, according to the percentage of 40 hours worked.

Employees who are regularly scheduled to work fewer than 20 hours per week are not eligible for, and do not accrue personal leave time.

Planned use of paid personal leave must be scheduled with the approval of the FCH Executive Director. To satisfy preferences as well as meet the staffing needs of FCH, use of paid personal leave should be discussed well in advance with the FCH Executive Director. Each employee is encouraged to utilize half of the paid personal leave he/she accrues per year. Employees may request payment in lieu of the accrued paid personal leave hours in excess of 80 hours, providing employees retain a bank of at least 40 hours

in case of illness or other emergencies. Use of paid personal leave is NOT considered "hours worked" for purposes of calculating overtime.

Employees leaving FCH will be paid for accrued but unused paid personal leave computed at the rate of pay earned upon separation.

The FCH Executive Director may require a physician's signed statement of treatment for payment of personal leave for illness.

4. Bereavement Leave

In the event of a death in the immediate family, an employee may have time needed, up to three working days with pay, to handle family affairs and attend the funeral. Bereavement leave is separate from personal leave. For the purposes of this policy, "immediate family" is defined as spouse, children, grandchildren, parents, grandparents, brothers, sisters, mother-in-law, and father-in-law.

5. Holidays

Employees regularly scheduled to work at least 40 hours per week are eligible for eight paid holidays in each calendar year. Employees regularly scheduled to work between 20 and 39 hours per week will receive paid holidays on a pro rata basis. If the paid holiday falls on a day the employee is regularly scheduled to work, the employee will be provided with a compensatory day prior to or following the holiday and the compensatory day will be in the same pay period. Any exception must be approved in writing by the FCH Executive Director.

A paid holiday does not count as hours worked in calculating overtime for the week. FCH currently recognizes the following holidays:

New Year's Day	January 1
Martin Luther King's Birthday	3rd Monday in January
Presidents Day	3rd Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	1st Monday in September
Thanksgiving Day	4th Thurs in November
Christmas Day	December 25

6. Jury Duty and Legal Witness Duty

FCH will pay not more than 3 days in any calendar year for employees time spent on jury service or Legal Witness duty. The FCH Executive Director must be promptly notified after the employee receives notification to appear as a juror or Legal Witness.

7. Leaves of Absence Without Pay

Leaves of absence without pay may be granted at discretion of the FCH Board of Directors and is based on organizational work requirements, employee's performance history, and other factors, including the overall needs of the organization and the impact on other employees.

8. Personal Vehicle Use

When use of a personal vehicle is approved for FCH business, compensation to the employee will be at FCH's current approved Grant rate per mile.

For trips in excess of 200 miles round trip, a rental car shall be used. If the employee elects to use a personal vehicle for such a trip, reimbursement will be at the current approved IRS rate per mile, but shall not exceed the equivalent of the cost of a rental vehicle.

Employees who drive as part of their job duties are required to provide the FCH Executive Director with a copy of their car insurance and their valid Florida driver's license annually.

EMPLOYEE COMMUNICATION

1. FCH will provide printed copies of any important FCH information relating to personnel or employment, or to FCH policies. Any item for distribution to FCH employees must be approved in advance by the FCH Executive Director.

Each employee is responsible for regularly reading any such information provided.

2. FCH WEB, email and Network

FCH office computers may be connected via an electronic network system. If they are, all files shall be stored on a central file server.

Additionally, FCH may provide a Web site, and email.

If there is a WEB site, all material created and distributed via the network, or the WEB, or email, must conform to the same standards of professional excellence as other FCH-distributed printed material. As a general rule, the FCH WEB and email are not to be used for personal communication during work time. Occasional use during the employees' lunch period may be acceptable, providing this privilege is not abused. The intra-office email network is an appropriate vehicle for work-related personal messages from staff to staff. FCH reserves the right to access, view, and/or download any information or text contained on the network WEB site or email.

3. Suggestions

FCH encourages employees to suggest methods to improve quality and efficiency at FCH. Suggestions should be submitted in writing to the FCH Executive Director. Suggestions should be detailed so that the system or procedure can be adequately evaluated.

4. Complaint-Handling Procedure

Under normal conditions, job-related problems, questions, or complaints should be discussed with the FCH Executive Director. The simplest, quickest, and most satisfactory solution will often be reached at this level.

If the discussion with the FCH Executive Director does not answer the question or resolve the matter to the satisfaction of the employee, he/she may then present the

complaint, in writing, to the FCH President. Thereafter, if the matter is still not resolved satisfactorily, it may be presented in writing to the Executive Committee, who will render a final decision.

If the employee's issue personally involves the FCH Executive Director, the employee may bypass the Executive Director and proceed to the FCH President to raise his/her concern without fear of reprisal.

The advice and guidance of the FCH Executive Director may be sought at any time.

Difficulties in using this complaint procedure should be brought to the attention of the FCH Executive Director.

EMPLOYEE SAFETY AND HEALTH

FCH strives to provide safe working conditions for its employees. Safety is every employee's responsibility, and all employees are expected to do everything reasonable and necessary to keep FCH a safe place to work. Every employee is responsible for becoming familiar with safety rules and observing them at all times. Any employee who notes safety problems, or has safety concerns, is required to inform the FCH Executive Director immediately.

1. Fires and Emergencies

Any facility used as an office by FCH shall have an emergency procedure to follow in the event of fire or disaster. Exits, fire extinguishers, and first-aid kits shall be located throughout the facility. Exits and areas around fire extinguishers must be kept clear at all times.

2. Accidents

No matter how insignificant an on-the-job injury may seem when it occurs, the FCH Executive Director is to be notified immediately.

STANDARDS OF CONDUCT AND CORRECTIVE ACTION

1. General Standards of Conduct

Groups of people who are working together for any purpose require certain guidelines governing appropriate conduct and relationships. Accordingly, FCH employees must be aware of their responsibilities to FCH and to co-workers.

FCH reserves the right to search FCH property, such as desks and cabinets, as well as personal effects, such as lunch boxes, tool boxes, purses, etc. on FCH property.

Although there is no way to identify every possible violation of standards of conduct, the following is a partial list of infractions which will result in corrective action up through and including termination:

- a. Falsifying employment application, time card, or other FCH documents or records.

- b. Unauthorized possession of FCH property, or the property of other employees; gambling; carrying weapons or explosives; or violating criminal laws on FCH premises.
- c. Fighting, throwing things, horseplay, practical jokes, or other disorderly conduct on FCH premises.
- d. Engaging in acts of dishonesty, fraud, theft, or sabotage.
- e. Threatening, intimidating, coercing, using vulgar language, or interfering with the performance of other employees, including any violation of FCH's policy prohibiting harassment.
- f. Insubordination or refusal to comply with supervisor's instructions, or failure to perform reasonable duties which are assigned.
- g. Violation of FCH's policy regarding alcohol and drugs.
- h. Unauthorized use of FCH time, equipment, or property.
- i. Damaging or destroying FCH property.
- j. Performance which, in FCH's opinion, does not meet the requirements of the position.
- k. Failure to observe fire prevention and safety rules.
- l. Failure to maintain the appearance and upkeep of the office and individual work areas.
- m. Any conduct which FCH feels reflects adversely on the employee or FCH.

Violations of the FCH standards will result in one of the following forms of corrective action: Discharge, suspension, oral warning, or written warning. The decision regarding the appropriate form of discipline under the circumstances is in the sole discretion of the Executive Director. In making such determination, the following will be considered:

- The seriousness of infraction
- The past record of the employee
- The circumstances surrounding the matter

This list is intended to be representative of the types of activities which may result in disciplinary action. It is not intended to be comprehensive. FCH disciplinary policy does not alter the employment-at-will relationship between the employee and FCH. Additional standards of conduct are described in the sections below.

2. Conflict of Interest

Employees are expected to devote their best efforts, energies and loyalty to FCH. Due to the importance of this requirement, FCH strictly prohibits any outside employment or other activities or relationships that create any actual or potential conflict of interest. Any violation of this policy may result in disciplinary action, up to and possibly including immediate termination. Employees are encouraged to raise any questions regarding

specific activities or questions involving this policy with the Executive Director before becoming engaged in outside activities or relationship that could violate the policy.

3. Harassment

Harassment in employment on the basis of sex, race, color, national origin, ancestry, citizenship, religion, age, physical or mental disability, medical condition, sexual orientation, or marital status is unlawful under federal and state law. FCH does not tolerate harassment in the workplace or in a work-related situation, and harassment is a violation of FCH's rules of conduct.

- a) Unlawful harassment in employment may take many different forms. Some examples are:
 - i) Verbal conduct, such as epithets, derogatory comments, slurs, or unwanted comments and jokes;
 - ii) Visual conduct, such as derogatory posters, cartoons, drawings, or gestures;
 - iii) Physical conduct, such as blocking normal movement, restraining, touching, or otherwise physically interfering with the work of another individual;
 - iv) Threatening or demanding that an individual submit to certain conduct or to perform certain actions in order to keep or get a job, to avoid some other loss, or as a condition of job benefits, security, or promotion, and
 - v) Retaliation by any of the above means, for having reported harassment or discrimination, or having assisted another employee to report harassment or discrimination.

- b) Sexual harassment under these laws includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:
 - i) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
 - ii) Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
 - iii) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

- c) Internal Complaint Procedure

Each individual who provides services to FCH is entitled to work free of discrimination and harassment based on sex, race, color, national origin, ancestry, citizenship, religion, age, physical or mental disability, medical condition, sexual orientation, or marital status. Accordingly, discrimination and harassment will not be tolerated. Violation of this policy will result in disciplinary action up to, and including immediate discharge.

Any such individual who believes that he or she is the object of harassment or discrimination on any prohibited bases, or who has observed such harassment or discrimination, should notify the Executive Director, or the President. FCH will investigate the matter and will take such action as is warranted under the circumstances.

d) Agency Complaint Procedure

Both the State and Federal governments have agencies whose purpose is to address unlawful discrimination in the workplace. If an individual who provides services to FCH believes him or herself to be harmed by an unlawful practice, and is not satisfied with FCH's response to the problem, he or she may file a written complaint with these agencies.

If, after an investigation and hearing, either of these agencies discovers that unlawful discrimination has occurred, the injured employee may, depending on the circumstances, be entitled to reinstatement or promotion, with or without back pay.

Individuals are protected by law from retaliation for opposing unlawful discriminatory practices, for filing a complaint with State or Federal agencies or for otherwise participating in any proceedings conducted by either of these agencies.

4. Attendance Standards

Punctuality and regular attendance are essential to the proper operation of FCH.

i) Notice of Absence

Any employee who is unable to report for work for any reason, (except employee on approved leave of absence or paid personal leave) or will arrive late, or must leave early, should notify the FCH Executive Director before starting time.

ii) Absence Without Notice

For FCH to operate its business effectively, the FCH Executive Director must be kept informed of the employee's status when he/she is off work. If the employee fails to notify the FCH Executive Director during three days of consecutive absence, FCH will presume the employee has resigned; and he/she will be removed from the payroll.

5. Solicitation and Distribution

Soliciting by one employee of another, or collecting from one employee by another, is prohibited while either employee is on work time. Distributing literature and circulating petitions during work time or in work areas at any time is also prohibited. Trespassing, soliciting, or distributing literature by anyone outside FCH is prohibited on FCH premises.

6. Alcohol and Drugs

FCH recognizes that alcohol and drug abuse in the work place has become a major concern. The object of FCH's alcohol and drug policy is to provide a safe and healthy

work place for all employees, to comply with Federal and State health and safety regulations, and to prevent accidents.

Accordingly, the use, possession, sale, transfer, or purchase of alcohol or illegal drugs by employees at any time on FCH premises or while on FCH business is prohibited.

Employees must not report for duty or be on FCH property while under the influence of alcohol or drugs.

Note: The sole exception to this policy is that employees may participate in FCH-sponsored social events at which alcohol may be served or consumed.

7. Smoking Policy

Every employee is entitled to a smoke-free work place. No smoking will be allowed in any part of the FCH office or building.

8. Confidentiality

During the course of employment with FCH, employees will be working with FCH members, member lists, business systems, future plans, and other information that FCH considers confidential. Maintaining this confidentiality is important to the organization's activities and, ultimately, to FCH's ability to achieve financial stability and provide employment. This information must be safeguarded when in use, filed properly when not in use, and discussed only with those who have a legitimate business need to know.

9. Dress and Personal Appearance

Employees are expected to maintain an appropriate appearance that is conservative, businesslike, neat, and clean, as determined by the requirements of the work area. Dress and appearance should not be offensive to members or other employees.

10. Telephone Use

FCH telephones are to be used for business purposes in serving the interests of its members and in the course of normal FCH operation. All calls are to be answered promptly and courteously, with the staff person identifying FCH and him/herself. On occasion, personal calls may be necessary; but employees are asked to cooperate in limiting them to emergencies or essential personal business and in keeping them brief.

When calls are to be transferred, the staff person answering the telephone should obtain the name of the caller, and should transfer the call only after announcing the name of the caller.

Long distance calls should be kept to a minimum to keep operating costs down. Personal long distance calls should be billed to the employee's home number.

11. Security

For purpose of safety and welfare of the employees and volunteers, access to the facility, and its files, etc. is restricted to those with proper authorization. Keys to the facility, and all safes, drawers, file cabinets, etc., shall be under the control of the authorized employee. Any loss or breach of security must be reported to the Executive Director immediately.

12. Travel

a. General Rules

Employees may be reimbursed for the cost of authorized travel to any conference; committee meeting; or other FCH related meeting upon written request and accompanied by appropriate receipts, if the travel has been budgeted, scheduled, and previously authorized by the FCH Executive Director, and if necessary, by Grant Providers.

b. Covered Expenses

The per diem limit shall conform to the State of Florida's per diem, where state or federal funds are used to support travel; additionally, employees are expected to use prudence and good judgment in selecting mode of travel, accommodations, meals, fees, and incidentals. Otherwise reimbursable costs deemed excessive by the Executive Director will not be reimbursed. Travel expenses for spouses or guests of staff members will not be reimbursed.

Authorized travel expenses include those costs incurred in the use of common carriers, e.g. plane, bus, train, etc., from the point of origin to destination and return, rental car fees (where necessary), bus, and taxi fares. Expense for the use of personal auto will be at the mileage rate established by the Grantors to FCH.

Where there are variations in routing or mode of travel for the convenience of the employee, only those costs attributable to FCH business will be paid. For example, if a personal auto is used for a long trip for the convenience of the employee, reimbursement will not exceed the reimbursable air fare between the two points or cost of rental car (whichever is less)

FCH policy is to use the lowest reasonably available discount fare for airline transportation. Full coach fare will be the maximum allowed for reimbursement when discounted airfares are not reasonably available.

If travel time is extended by the employee in order to obtain discount fares, for example, over a Saturday night, the resulting subsistence costs will be reimbursed only if the total trip expense is less than the cost of regular coach fare. Personal entertainment expenses during an extended stay will not be reimbursed. Employees are not expected to extend trips solely for acquisition of special fare reductions, but may do so with subsistence coverage when it is cost effective.

Example of Allowable Costs

Examples of typical allowable costs would be: airfare, train fare, or mileage; hotel; meals; transportation to and from hotel and airport; work-related telephone calls, including a reasonable number of calls to check on dependent care; tips (parking; miscellaneous postage; and office supply costs.

Example of Costs Not Subject to Reimbursement

Examples of costs not subject to reimbursement include: costs in excess of regular coach fare; rental car if the hotel provides shuttle service or if a taxi between the hotel and the airport would be less than \$30 each way; personal entertainment; any one meal in excess of \$25, except where specifically required and/or authorized. No purchases of alcohol shall be reimbursed.

c. Reimbursement Procedures

Employees requesting reimbursement for expenses incurred in connection with authorized travel shall have the trip scheduled and approved before travel.

Whenever possible, miscellaneous charges (faxes, deliveries, telephone, etc.) should be charged to the hotel bill for easier expense tracking.

Upon completion of the trip, an expense form must be completed, signed, and submitted to the FCH Executive Director for review and authorization. Copies of all receipts shall be attached to the statement. Reimbursement will be made for that portion of expenses directly attributable to FCH activities.

d. Request for Advance Funds

The FCH Executive Director must approve all requests for advance funds for business expenses. Employees must account for all expense advances within two days after returning from a trip. Receipts must be provided, and residual funds returned to FCH.

OFFICE PROCEDURES

1. Correspondence

Correspondence is to be opened daily. The date of receipt should be stamped on the material, except for original legal contracts or documents. If no return address is on the contents, the envelope should be stapled to the correspondence. All correspondence should be directed to the appropriate employee daily. Any correspondence, which is not specifically directed, should be given to the FCH Executive Director. Correspondence marked CONFIDENTIAL should not be opened by anyone except the addressee, and should be delivered, sealed, with the date stamp on the exterior of the envelope.

All business inquiries or requests should be answered within two working days. If more time is required to respond, the request should be acknowledged within two working days, and the employee should provide an estimate of the time needed to complete the response.

No correspondence is to be sent without a duplicate being made and filed at FCH. When the same letter is sent to several people, a single copy should be made, and a list of the recipients attached.

The FCH stationery is never to be used for personal correspondence. Personal mail should not be directed to the office.

2. Filing

All filing is to be done in accordance with standard procedures, to make records readily available.

3. Handling of Finances

All funds received by FCH, whether cash or check, should be directed by each staff person to the Executive Director or designate employee for deposit in a timely way, and as described in the Internal Financial Policies. Undeposited funds shall be retained in the safe at the close of day.

Bank deposits must be made by the Executive Director or designated employee not less than weekly.

4. Leaving the Office

When an employee is carrying out assigned duties outside the office, he or she must make certain that the FCH Executive Director knows of the absence, the destination, and the approximate time of return.

Employees leaving the office for lunch or break should ensure that the receptionist or alternate is aware of their absence.

5. Mail

Correspondence is to be sent first class. Publications and other materials are to be sent third class. No personal mail is to be run through the postage machine or mailed at FCH expense.

6. Meeting Minutes

Adequate minutes are required of all official meetings of FCH Committees, Subcommittees, Task Forces, Board of Directors, and Executive Committee meetings. The staff member assigned to attend each meeting is responsible for drafting a set of Meeting Minutes which will include time; date; location; names of those present and absent; and a brief, accurate reflection of all actions taken.

The Minutes should also include approval of Minutes of the previous meeting and should be distributed to all members of the particular committee within seven working days of the meeting. A signed copy of the Minutes shall be retained in the Minute Book for that Committee or body.

7. Neatness

Offices are to be kept neat and orderly at all times. Tops of desks, files, and bookcases are to be kept clear of unnecessary items.

All employees have the responsibility of keeping the kitchen, conference room, and work areas clean and neat. No dirty dishes are to be left stacked on the counter. Employees are responsible for washing dirty dishes in a timely way. Waste paper and other garbage should be disposed of.

8. Noise

Noise adds to confusion and decreases work and efficiency. Unnecessary noise and loud conversations are to be avoided. No music that may be audible to telephone callers or other staff members may be played during office hours.

9. Payment of Invoices

FCH seeks to maintain its credit standing at the highest level at all times. This is accomplished by prompt payment of bills. All bills should be submitted upon receipt to the FCH Executive Director for payment. Checks are cut bi-monthly and require signature of the FCH Executive Director and an authorized FCH Officer.

10. Petty Cash

The Executive Director may maintain a petty cash supply for minor out-of-pocket business expenses and if it is kept, the Executive Director is responsible for monthly accounting of those funds. Requests for any such funds must be made in writing and must be approved by the FCH Executive Director. Receipts must be returned to the Executive Director, along with residual funds.

11. Purchase of Supplies and Equipment

All business supplies and equipment are purchased by the Executive Director or designated employee. Requests for materials or supplies should be made on the appropriate form. All items require the approval of the FCH Executive Director and may require approval by the Treasurer and/or Board if they are outside the amount budgeted.

12. Reimbursement

FCH will reimburse employees in full for all reasonable direct expenses incurred for travel and other work-related activities that have been previously approved by the FCH Executive Director. Expense vouchers must be completed, listing in detail all expenses to be reimbursed; and receipts must be attached. The FCH Executive Director must approve the voucher.

Also, see "Travel."

13. Cooperation

FCH requires and expects a high degree of teamwork from its staff. Employees having a slack period are expected to offer their assistance to others when needed. In turn, any employee confronted with urgent assignments can request, and expect, cooperation from other employees.

14. FCH Credit Card

The Board of Directors may authorize the Executive Director to obtain a credit card. Any such credit card should never be used for personal expenses or purchases under any circumstances. Unauthorized use or failure to keep the card secure may subject the employee to immediate termination. Maximum balance for any FCH credit card shall be as defined by Board Financial Policy. FCH Treasurer shall monitor all credit card expenses on a monthly basis.

ADMINISTRATIVE POLICIES

1. Affiliation with Other Organizations

FCH may pay membership dues in certain recognized business organizations when there is benefit to FCH. The Executive Director shall review all requests.

FCH will work closely with other organizations whose mission and objectives are similar to those of FCH.

2. Budget Control

FCH operations are geared to anticipated annual receipts and expenditures. Income and expense estimates are made at the beginning of each fiscal year. From these estimates, an annual budget is prepared and adopted by the Board of Directors. In order to stay within budgetary limitations, all FCH expenditures must have advance approval from the FCH Executive Director before any commitment is made. Out-of-budget expenditures require advance approval of the Board of Directors. In case of emergency, the President may authorize an out-of-budget expenditure.

3. Committee Management

When staff members are assigned to provide support for FCH Committees, the staff member will confer with the Chair of the Committee to determine the appropriate level of support for:

- a. Setting meeting dates and places.
- b. Distributing notification of meeting.
- c. Preparing agendas.
- d. Receiving confirmation of attendance from members of the Committee.
- e. Making reminder calls to members of the Committee.
- f. Recording Minutes.
- g. Preparing collateral materials for the meeting.
- h. Maintaining files of materials pertinent to the Committee.
- i. Preparing reports for the Board of Directors on the activity of the Committee.

Executive Director shall be kept informed by staff members of all Committee activities.

4. Contact with the Public

While the priority of staff is to provide service to the homeless and to the membership, employees will respond courteously in all contact with the public, as FCH is judged to a great extent by its staff. Certain requests for service by the public, such as help with a lengthy research project, may require more time and/or resources than it is possible to provide for nonmembers. Requests of this type should be referred to the FCH Executive Director before commitments are made to provide such services.

5. Recommendations and Endorsements

Neither FCH nor any staff member will make any recommendation or endorsement of products, services, companies, and the like. When inquiries are received about a product or service, the names of all FCH members concerned with the particular product or service will be provided.

It is the intent of FCH to comply with the letter and spirit of all federal, state and applicable international trade regulations and anti-trust laws, and FCH specifically prohibits activities that could be construed as fostering unfair practices or violating anti-trust laws.

FCH does not endorse candidates for political office, nor does it make any donations to political campaigns.

6. Publicity

The FCH Executive Director and President must review and approve all proposed publicity (e.g. press releases, etc.) referring to the organization, its officers, directors, and personnel. Staff should release no information about FCH to the media without prior clearance by the FCH Executive Director.

7. Solicitors

FCH does not purchase program advertising, tickets for social events, or products and services sold by telephone or by door-to-door salespeople. Any such solicitations should be referred to the FCH Executive Director.

8. Staff Meetings

All members of staff will participate in staff meetings scheduled by the FCH Executive Director. The purpose of such meetings is to permit staff members to recommend improvements, discuss problems, exchange ideas, and make a brief report on current projects.

9. Use of the Office by Other Organizations

FCH may make its office available for meetings of organizations with the prior approval of the FCH Executive Director and the President. Those using FCH facilities are liable for any damage to the building or the contents.

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER 5: ACCOUNTING, AUDIT AND FINANCIAL MANAGEMENT POLICIES

STATEMENT OF FISCAL POLICY

Corporate funds obtained by the Florida Coalition for the Homeless, Inc (FCH) are always to be managed in a prudent, conscientious manner, and in keeping with all prevailing laws, rules, regulations and procedures. It is the intent of these procedures to establish general guidelines for financial management purposes and to clearly provide that the sole authority for these purposes rest with the Board of Directors or its designated parties.

It shall be the policy of FCH to adhere to all public laws, rules and regulations that relate to Federal and State funds in the management, expenditure, and reporting of these funds. It shall also be the corporate policy to acquire, manage, expend and report all other corporate funds in a manner that is in keeping with all public laws, and in accordance with generally accepted accounting principals.

1. Purpose

Accurate and complete accounting record of assets, liabilities, equity, income and expenses will be maintained by the Florida Coalition for the Homeless, Inc. for the purpose of:

- Providing the Finance Committee, the Executive Committee and the FCH membership with current and relevant data regarding the fiscal operation of FCH;
- Accumulating data required by governmental and private agencies, in order to support requests for funds and compliance audits;
- Assisting the Finance Committee, Executive Committee and standing committees in preparing, revising and approving annual budgets.

2. Objectives

The objectives of these fiscal policies and procedures, and the maintenance of supporting documentation, are to:

- Provide for adequate recording and control of cash receipts;
- Assure that expenditures are made for the purposes requested by FCH members;
- Maintain accurate accounting records, in order to permit a complete and reflective audit at the end of the fiscal year;
- Establish procedures for purchasing, receiving and making payments for needed materials and services;
- Assisting the Finance Committee, Executive Committee and standing committee chairs in establishing ongoing priorities for receipt and expenditure of FCH funds.

CORPORATE ACCOUNTING SYSTEMS

FCH shall maintain accounting systems and methods that meet generally accepted accounting principles (GAAP). Effective internal procedures and controls shall be utilized in the financial management areas of:

- Budgetary Process
- Contracting & Procurement
- Small Purchase Procedures
- Professional Services Contracts
- Reimbursement for Travel
- Personnel Records
- Property Control
- Revenue Management
- Disbursement of Funds
- Payroll Management
- Financial Reporting
- Audit Requirements

Records to be processed on a monthly basis shall include:

- General Ledger (Trial Balance)
- Balance Sheet
- Profit & Loss Statement
- Accounts Receivable
- Payroll Distribution
- General Entry Journal
- Accounts Payable

AUDITS

The Florida Coalition for the Homeless, Inc. shall arrange for an annual agency-wide financial audit to be conducted by an independent Certified Public Accountant. Such audits will be conducted for the purpose of expressing an unqualified opinion on the FCH financial statements and will include a management review letter that contains comments on internal control and material weaknesses, if any. FCH audits will comport with all Federal and State auditing requirements.

If an independent annual audit is required of FCH accounts, it will be contracted for prior to June 30. The audit must be completed by the end of September.

Fiscal Year is the twelve- (12) month period extending 1 July through 30 June of the following year.

PUBLIC RECORDS ACCESS

All documents specifically referenced in contract provisions are considered public records documents (Section 119, F.S.) and will be made available for public inspection (salary and personnel records of FCH employees are not considered public records). The FCH will respond only to written requests for public record documents. FCH employees will make copies only. A fee of \$.10 per copy will be assessed for documents which are readily available. An additional charge will be assessed for retrieval of records from off-site storage.

BANKING PROCEDURES

1. Authorized Signatures

- Checks in the amount of \$ 2000 or less may be issued with the signature of one of the following: the Executive Director or any of the FCH officers. Any check over \$ 2000 will require either the signature of the President or of two (2)-authorized signatories.

- Two (2)-authorized signors must approve electronic fund transfers in any amount.

2. Reconciliation of Bank Statement

The FCH fiscal staff will reconcile monthly bank statements. After completion of the bank reconciliation the Director of Finance shall forward the cancelled checks, bank statement and the check register to the Executive Director, the Treasurer or the President for review and signature. When the review is complete the cancelled checks, bank statement and check register may be filed in a designated place in the fiscal office.

BUDGET PROCEDURES

1. Responsibility of Preparation

It will be the responsibility of the FCH fiscal staff to prepare and submit a proposed program budget of income and expenditures to the Finance Committee Chair prior to the beginning of each fiscal year.

2. Content and Format

The data required for inclusion in the proposed fiscal year budgets will be determined by the Finance Committee. The Finance Committee will work with the FCH fiscal staff to develop a budget form for use in the preparation of committee budgets.

3. Preparation for Budget Approval

The FCH fiscal staff will be responsible for the development of a summary budget combining all program needs for the year. The Finance Committee will review and approve the summary budget.

4. Budget Approval

Program budgets are subject to the consideration of the Finance Committee for possible revisions, prior to submission for approval by the Executive Committee. Final budget approval will be the responsibility of the FCH Board of Directors.

5. Revision of Budget

All standing committees will review their approved budgets at the end of the first quarter of each fiscal year, for the purpose of comparing budgeted figures with actual amounts, as indicated by current accounting records. Based on this review, if necessary, the committees will direct the FCH fiscal staff to prepare a revised budget for consideration and approval to the Finance Committee. Additional budget revisions may be proposed during the course of the year and forwarded to the Finance Committee for review and approval.

GRANTS

It is the policy of FCH not to apply for any grants, which will place it in competition with member agencies, unless approved by the general membership.

The President will act as the authorized agent of FCH in completing contract agreements with grantors, following the approval of the Executive Committee.

Unless otherwise stipulated by the President or Executive Committee, responsibility for grant management will be assigned to the Executive Director. Any person or committee receiving a grant under the auspices of FCH will cooperate, by providing the Executive Director with proper and timely documentation in order to meet grant requirements.

Each grant will be administered in conformity with the relevant grant agreement, and all grant funds received will be used only for those expressed purposes authorized by the grantor. A fully documented audit trail will be maintained for all grant funds received and expended.

CASH CONTROL

1. Safeguarding of Monies Received

All monies received (cash or checks) shall be processed in the following manner:

Incoming checks are restrictively endorsed by the Office Assistant or other clerical staff with a "FOR DEPOSIT ONLY" stamp immediately upon receipt. The checks are recorded on a check receipts log (see Exhibit), which indicates (1) date the check is received, (2) sender's name, (3) CAT, i.e. what type of revenue, (4) check date, (5) check amount, (6) check number, and (7) initial. The check receipt log is taken to the Executive Director, who will review and initial all entries.

The Director of Finance will prepare the bank deposit ticket. Whenever possible the deposit will be taken to the bank by another member of the staff. The bank deposit receipt will be attached to the deposit ticket and any supporting documentation, and placed in the cash receipts file for the month.

A cash receipts journal entry will be prepared by the Director of Finance or his/her designee each month and posted to the General Ledger.

All bank account statements will be reconciled to the General Ledger each month. The reconciliations will be prepared by the Director of Finance and will be approved by the Executive Director.

2. Petty Cash Fund

A petty cash fund of \$50.00 can be established. The petty cash fund can only be used for non-routine emergency-type expenditures. It is important that all receipts be obtained for purchase from funds dispersed from petty cash. The Director of Finance will prepare a memorandum to the Executive Director for replenishment of the petty cash fund. This memorandum will indicate the present petty cash balance and list the expenditures with all the receipts attached. Reimbursement will be made in that amount of receipts that are submitted with this memorandum.

The total petty cash on hand plus all expenditures should agree with the original amount of the petty cash fund. Petty cash should be maintained in a secure place and never co-mingled with other funds.

EXPENDITURE OF FUNDS

1. Check Requests

- a. All requests for payment will be approved by the President, Treasurer or Executive Director only upon the receipt of a properly prepared check request form and either (1) an invoice or (2) assurance that the provisions relating to advance check requests was followed. The person

preparing the check request can not also be a signer of the check. Payments will not be authorized without adequate and proper documentation.

- b. If an emergency situation occurs that requires funds for an expense not detailed in the budget, approval of the Executive Committee must be received prior to the release of funds, in addition to the usual check request procedure. If the situation is not an emergency, the item must be approved at the next Board of Directors meeting.
- c. Check requests, invoices, and all other supporting documentation must be filed by fiscal year for future reference. Only valid original invoices will be acceptable as support documentation for the release of funds; no copies (unless fully explained and justified) will be acceptable. No payments may be made from a summary invoice. All purchases must be clearly detailed.
- d. There may be occasions when it is necessary to approve an advance check request without the proper supporting documentation. In these instances the check request must indicate when the proper documentation will be available for review by the President or Treasurer. Timely submission of documentation is also necessary for bookkeeping and filing purposes.
- e. Under no circumstances will unauthorized expenditures be approved after the fact unless a majority of the Board of Directors votes to approve the expense at the next scheduled Board meeting. If the Board of Directors does not approve the expense, it will be the personal responsibility of the original purchaser.
- f. Check requests involving purchases from or commitments of funds to a vendor where the unit cost of the good or service to be purchased is \$250 or more must be accompanied by: 1) at least three comparable quotes or cost estimates from vendors proposing to provide the goods or services to be purchased and 2) justification for ultimately selecting a vendor.
- g. Persons approving check requests will have the responsibility for reviewing and verifying the validity of the invoice that is to be paid and determining that the funds are spent within the guidelines set down by the FCH.
- h. Documentation of all expenditures will be provided to the Treasurer review.

2. Transactions

All transactions must be "cash and carry". No financing arrangements are permitted unless there is prior approval from the Executive Committee or the Board of Directors.

There can be no commitment of funds unless there is sufficient cash in the accounts to cover the expenditure.

For funds to be released, the person committing to the expenditure must ensure that:

1. Funds for that expenditure are already approved in the budget;
2. The Executive Director or Treasurer indicates that the funds are in the account;
3. He/She has approval from the President or Vice President for the commitment of the funds.

3. Payment Processing

Whenever possible the processing and mailing of payments should be the responsibility of a staff person who is not involved in the writing of the check. Signed checks need to be matched to an invoice and mailed to the appropriate vendor address. To avoid duplicate payment to a vendor the portion of the invoice or other supporting document, which are kept in house as support for the expense, must be clearly marked as paid and must be dated and initialed by the person mailing the payment.

CONTRACTING AND PROCUREMENT

See Section 4: Procurement Policies

INVENTORY

A list of all equipment and other real property purchased by or donated to FCH with a value of \$100 or greater will be added to an inventory by the Executive Director. The inventory will list each item, its model and serial number and estimated current value. No FCH property will be sold, traded or otherwise disposed of without the approval of the President. The inventory will be checked annually by the Treasurer.

However, for the purpose of valuing assets, no such item will be capitalized and counted as a fixed asset unless its original value exceeds \$25,000.

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER SIX: PROCUREMENT POLICIES

The following policies and procedures will be followed at all times when FCH is using federal funds to purchase supplies, property, equipment and services from an external source:

GENERAL CONTRACT/AWARD MANAGEMENT POLICY

1. No FCH officer, employee, and/or agent will participate in the selection, award, and/or administration of any contract for equipment, materials, and supplies or consulting or professional services if a real or apparent conflict of interest would be involved. Such a conflict will arise when:
 - a. the employee, officer, or agent;
 - b. any member of his/her immediate family;
 - c. his/her partner; or
 - d. an organization which employs or is about to employ, any of the abovehas a financial or other interest in the firm or individual selected for award.
2. FCH officers, employees, and/or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements.
3. FCH will conduct a cost or price analysis and document such analysis in the procurement files in conjunction with every procurement action.
4. If a contract is competitively bid, FCH will enter into a contract with the winning bidder that specifies the services to be completed and payment terms.
5. At a minimum, to adequately evaluate contractor, consultant, and supplier performance, FCH will evaluate each respective provider of goods and services performance at the completion of each contract. This evaluation will be utilized when making award decisions for future contracts. Evaluations may be conducted on a more frequent basis if deemed necessary.
6. Procurement records and files will include the basis for contractor selection, justification for the lack of competition when competitive bids or offers are not obtained, and basis for award cost of price.

ACQUISITION POLICY FOR GOODS AND SERVICES

The following procurement procedure applies to all purchases of goods and services, including equipment, materials, supplies and professional and consulting services.

Employees will conduct all procurement transactions in a manner that maximizes free and open competition. Awards should be made to the bidder or offeror whose bid or offer is responsive to the solicitation and is most advantageous to the recipient, price, quality and other factors considered. FCH reserves the right to reject any and all bids or offers, if deemed to be in its best interest.

FCH may select from numerous methods of procurement, depending on the amount of the purchase and other considerations. Following are a few examples of possible procurement procedures that FCH may choose to use:

1. Open Market Inquiry. The Executive Director, or other qualified individuals delegated by the Executive Director may inquire in the open market to ensure that the price and quality is the most advantageous to FCH.
2. Request Competitive Oral Quotes. The Executive Director or his/her designee may request competitive quotes orally. A file shall be kept with an abstract of invitations made and offers received.
3. Request Written Quotes from at Least three Different Sources. For purchases and contracts involving a single project or activity, the Executive Director or his/her designee may request and receive written quotations from at least three independent sources. A file shall be kept with an abstract of invitations made, offers received, and the criteria for selection.
4. Request Written Competitive Responses through a Formal Request for Proposal Procedure. For large purchases and contracts, the Executive Director or his/her designee may solicit competitive responses through a formal written request for proposal procedure. Bids will remain sealed until the opening time designated in the request for proposals. All requests for proposals shall contain the phrase "Equal Opportunity Employer."

For the largest purchases a FCH makes, after reviewing the bids received, the Executive Director or his/her designee shall make a recommendation to FCH Executive Council regarding which bid to accept. A majority of the board must accept the bid via formal vote before a contract is executed for the service.

A file shall be kept with a copy of the request for proposal, a list of individuals/organizations solicited for bids, and a bid sheet that lists the bids received by individual/organization and their respective bid price. In all instances in which the lowest bid is not awarded the contract, justification documentation, such as a memo outlining the selection criteria, shall be placed in the file.

PROPERTY/EQUIPMENT STANDARDS

When purchasing property (both real property and equipment), the following procedures will be followed:

1. Title to all property purchased with federal funds will vest with the FCH.
2. Property records will be kept showing the general name of the property, identification number, original cost, and depreciated value. These records will be reviewed and necessary revisions made on an annual basis at the end of FCH's fiscal year.
3. FCH will provide the equivalent insurance coverage for real property and equipment regardless of how the property was acquired by the organization.
4. Equipment purchased, with a purchase price in excess of \$5,000, with federal funds is generally considered the property of the federal government and must be disposed of through a set procedure. When disposing of equipment with an acquisition cost in excess of \$5,000, FCH will follow the respective funding program's disposal regulations.

FEDERAL DEBARMENT STANDARD

- A. When purchasing goods and services through the utilization of federal funding, FCH will ensure that the contract awardee is not debarred or suspended from doing business with the federal government nor delinquent in a debt to the United States as defined in OMB Circular A 1-29. Before a contract is awarded, staff from FCH will consult the Federal Government's General Services Administration ("GSA")'s "List of Parties Excluded from Federal Procurement or Non-procurement Programs".

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER SEVEN: RECORDS MANAGEMENT POLICY

RECORDS MANAGEMENT POLICY

To ensure that all programs operated by FCH are properly managed and reported on, FCH will establish and monitor a comprehensive records management policy.

1. To ensure that pertinent records are properly managed, FCH will implement a file maintenance and disposition plan for each project/funding source when that project becomes inactive/closes-out. When a project is closed a file maintenance and disposition plan form will be filled out and filed for the project. The form includes, but is not limited to, the date the project began, the date the project ended, amount of contract, name and signature, a contact number for project's manager, a description of the files within the storage case and their filing arrangement, and disposition instructions. Once the "File Maintenance and Disposition Plan" form has been completed, it will be filed and the storage box sent to FCH's off-site storage facility.
2. Financial records, supporting documents, statistical records, and all other records pertinent to an award of funding from an external source shall be retained for a period of three years from the date of the submission of the final expenditure report. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims, or audit findings have been resolved and final action taken.
3. Records for real property and equipment acquired with federal funds must be retained for three years after final disposition of said property.

BUSINESS RECORD RETENTION SCHEDULE

ACCOUNTING AND FISCAL	TERM	CORPORATE	TERM
Accounts Payable Records	3	Certificate of Incorporation	P
Accounts Receivable Records	3	Charter	P
Audit Reports	P	Annual Reports	P
Audit Reports Internal	3	Contracts (After Expiration)	3
Bank Statements and Reconciliation	3	Copyrights	P
Canceled Checks	3	Correspondence (General)	3
Check Registers	3	Correspondence (Legal)	P
Cash Receipts Book	3	Insurance Policies (After Expiration)	3
Expense Analysis & Distribution Schedules	3	Inventories	3
Financial Statements	P	Leases (after expiration)	3
Fixed Assets Records	P	Legal Briefs	P
General Ledgers	P	Licenses	P
Invoices	3	Merger Acquisition Records	P
Journals/Cash Books	3	Board Minutes	P
		Office Equipment Records (after disposition)	3
PERSONNEL		Patents	P
Employment History	P	Profit and Loss Statements	P

Individual Employee Records	P	Property Records	P
Payroll Register	P	Trademark Records	P
Time Cards and Sheets	3		
Unclaimed Wages(given to state after 3 yrs)	3	TAXATION	
Cancelled payroll checks	3	Annuity or Deferred Payment Plan	P
Retirement and Pension Plans	P	Payroll Tax Returns	3
Group Insurance Records	P	Withholding Tax Statements (W-2s)	3
Training Materials	3	Tax Bills and Statements	3
Employee Travel and Expense Reports	3	Federal Tax Returns & Work Papers	P
Interim Payroll Registers	3	State Tax Returns & Work Papers	P
		Sales and Misc. Tax Returns	3
		Depreciation Schedules	P

P = Permanently

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER EIGHT: MEDIA AND COMMUNICATION

MEDIA RELATIONS

It is the policy of the Florida Coalition for the Homeless (FCH) to carefully coordinate any messages or information being given to the local or national media. To assure that FCH speaks with “one voice” and with a unified message, this policy identifies key contact persons and procedures to be followed. The following guidelines will also enable us to work together to create the widest range of media opportunities for FCH and for homeless persons and service organizations around the state.

Media shall be defined as ANY member of the communications industry, both print and electronic.

DESCRIPTION OF MEDIA POLICY OR PROCEDURE

1. Responding to Media Requests

The majority of media inquiries that FCH shall respond to include those seeking factual information about homelessness and inquiries seeking opinions about homeless issues around the state and nation. Media inquiries that request assistance to create human interest stories, such as a feature on a homeless family, shall be referred to other member agencies that provide direct service to the specific homeless population being featured. While FCH should still make every effort to be included in such media coverage, providing assistance to coordinate media features is time consuming and falls outside the general scope of the organization.

2. Primary Contacts and Spokespersons for FCH

The FCH Executive Director shall serve as the primary contact for all media inquiries, except those for special publicity efforts as outlined in a later section of this policy. It will be the responsibility of the FCH Executive Director to determine how to handle media inquiries in a manner that will strengthen relations with the media and further the positions and goals of FCH.

In responding to the media, the Executive Director shall take into consideration the nature of the inquiry and shall follow these guidelines to determine how best to respond. Response to the media may include direct reply by the Executive Director, when appropriate according to these procedures, or may include referral to other FCH contacts that may be more appropriate to respond to the specific inquiry.

There may be some cases where the media is requesting an opinion from FCH, for which the organization has not determined a unified position, or which may be controversial in nature and may result in detrimental effects on homeless services or advocacy efforts around the state. Responses to these types of media inquiries are also addressed herein.

a. Executive Director as Spokesperson: The Executive Director will be the primary contact for the media and will therefore receive the majority of inquiries. The Executive Director shall have complete discretion to respond to all media inquiries that fall within the two categories identified below:

- *Inquiries for factual information:* The Executive Director shall have complete discretion to provide the media with accurate information pertaining to the activities of FCH or to known

facts and information about homelessness around the state of Florida, local communities and nationwide.

- *Inquiries asking for an FCH position:* The Executive Director shall also have full discretion to respond to inquiries that fall within the scope of FCH's approved position statements and strategic planning goals.

b. FCH Board and Members as Spokespersons: On occasion, it may be appropriate for board or committee members to speak on behalf of FCH, instead of, or in addition to the Executive Director. The FCH Executive Director shall consider such opportunities and shall refer media calls, as appropriate, to individual board or committee members. Such occasions may include the following:

- *Specialty Topic Areas:* On occasion the media may be seeking information or statements regarding special topic areas on homelessness for which some FCH board or committee members may be best suited to respond to. Such inquiries will be referred by the FCH Executive Director as appropriate.
- *Committee Efforts:* It may also be appropriate to have committee chairs, or committee members with strong knowledge of a topic, respond to media inquiries related to their work efforts. This may pertain to advocacy efforts initiated by the Legislative Committee, a special event coordinated by the Resource Development Committee, promotion of the annual conference, and the like.
- *A "Different" Voice:* Speaking with "one voice" doesn't have to mean speaking with "one person's" voice, as long as the message is unified. It may, in fact, enhance the media efforts of FCH to have diverse spokespersons responding to media inquiries, as long as the message is clear and consistent. At times, a staff person can be at a disadvantage with the media, because they "get paid to say good things" about the organization and the cause. As volunteers, the voice of board and committee members may be received by the media and the public as more objective and truthful than that of staff.

It is also understood that responding to the media is an excellent way to build capacity for up and coming board leaders, and this practice shall be encouraged whenever appropriate. The FCH Executive Director shall, therefore, consider such opportunities with all media requests and shall make referrals to board and committee members as appropriate.

In general, responses by members shall be focused first on the higher levels of leadership within the organization, including officers, committee chairs and active committee members. FCH members who are not active in committees shall not be considered as appropriate spokespersons for the organization.

3. Inquiries on Controversial Issues

FCH, at times, will be contacted to respond to issues for which no unified position has been taken, or which may be controversial in nature and may result in detrimental effects to an FCH member or to the cause of homelessness in general.

To respond to controversial or non-position issues, the Executive Director shall inform the inquirer that, "FCH has not yet taken a position on said issue." The Executive Director may, however, provide information about current efforts of FCH to focus on the specific inquiry or other related issues.

"Not responding" is an option that should rarely be evoked, as it diminishes the organization's reputation with the media and weakens FCH's image as an advocacy organization. For this reason, FCH staff, board and committee members should make every effort to keep abreast of new issues arising statewide and in local communities that may draw media attention in the near future. FCH should be proactive in

developing, reviewing and approving new policy statements in a timely manner for use in this regard. This may be accomplished through more regular committee meetings solely focused on development of policy statements and through Executive Committee authority to temporarily approve new position statements between board meetings.

Conflict of interest is an area that FCH must also be cautious of in responding to the media as it pertains to inquiries about funders or individual FCH members. FCH shall make every effort to maintain objectivity in these cases and to adhere to the general mission, goals and policies of organization in responding to such inquiries. Maintaining objectivity should not be construed to mean refusing to respond to the media, but to following all procedures and practices that would normally be followed and adhered to, while taking all considerations into account.

In keeping with our 501(C)(3) nonprofit organization status, FCH shall not provide comment on political campaigns, candidates or political parties. FCH may, however, provide comment on legislative issues related to the mission and scope of our organization, such as proposed legislation that may impact the homeless in some manner.

4. Initiating Contact with the Media

There will be many opportunities when FCH may initiate contact with local, state and national media, especially to promote advocacy issues, the organization, events, and the like. Such promotion is generally initiated through the use of press releases, public service announcements (PSAs), and direct media contacts. Such media contacts shall generally be made by the FCH Executive Director, or his/her designee, or by an assigned committee member working in conjunction with FCH staff. For example, the Conference Planning Subcommittee may develop and initiate media contacts but should work with the FCH Executive Director in an appropriate capacity.

Some general guidelines to adhere to for initiating media contact are as follows:

1. Media contacts and publicity shall be to promote only those events, issues and/or positions that the FCH board has approved.
2. All press releases and PSAs should be reviewed and approved by the FCH Executive Director or his/her designee prior to being sent out to the media.
3. All press releases and PSAs related to FCH activity shall be sent out on FCH letterhead.
4. All materials sent out to the media should include basic information about FCH, including but not limited to our mission statement.
5. FCH contact names and information should be clearly indicated on all materials sent out to the media. Contact persons should be previously discussed and determined in conjunction with the Executive Director in order to determine the staff, board and/or committee members who are best suited to serve in such a capacity. The Executive Director or his/her designee should always be listed as a primary or alternate contact person.
6. The FCH office shall receive copies of all materials and contact lists prior to information being released to the media. Such materials shall be retained on file in the FCH office. All material shall also be copied and distributed electronically, if possible, to all FCH board members and committee members.
7. FCH staff may provide assistance, as needed and appropriate, in distributing materials to the media.

FLORIDA COALITION FOR THE HOMELESS POLICIES AND PROCEDURES MANUAL

CHAPTER NINE: DRUG-FREE WORK PLACE POLICY

FCH is a drug-free work place and following is the organization's drug-free work place policy:

FCH does and will continue to provide a drug-free work place by:

1. Publicly posting a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the during normal working hours and on FCH properties.
2. FCH will operate an ongoing drug-free awareness program which informs employees about:
 - a. The dangers of drug abuse in the work place;
 - b. policy of maintaining a drug-free work place;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and,
 - d. The penalties that may be imposed upon employees for drug abuse violations in the work place.
3. Providing each employee engaged in the performance of a grant be given a copy of the statement specified in paragraph A, above.
4. When an employee of FCH works on a government-funded project or activity that has funding with a drug-free work place certification, FCH will notify effected employees that they are required to:
 - a. Abide by the terms of the statement; and,
 - b. Notify the employer in writing of his/her conviction for a violation of a criminal drug statute occurring in the work place no later than five calendar days after such conviction.
5. FCH will notify the respective agency/funder grant officer(s) within 10 calendar days after receiving notice about a conviction from an employee or otherwise receiving actual notice of such conviction.
6. Within 30 days of being informed by an employee that he/she had been arrested on drug charges and convicted, FCH will:
 - a. Take appropriate personnel action against such employee, up to and including termination, consistent with the Rehabilitation Act of 1973, as amended; or,
 - b. Require the employee to participate and satisfactorily complete a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.
7. FCH will strive to make a good faith effort to continue to maintain a drug-free work place through implementation of paragraphs A through F, above.

**FLORIDA COALITION FOR THE HOMELESS
POLICIES AND PROCEDURES MANUAL**

CHAPTER TEN: ACKNOWLEDGEMENT FORMS

I, _____, acknowledge that I have read the **Policy Prohibiting Unlawful Harassment, Including Sexual Harassment**, which is contained in Chapter Four of this FCH Policies and Procedures Manual, and I agree to the terms and provisions contained in such policy.

Name of Employee: _____

Title: _____

Date: _____

Witness: _____

I, _____, acknowledge that I have read the **FCH Policies and Procedures Manual**, and I agree to comply with the terms and provisions contained in this manual.

Name of Employee: _____

Title: _____

Date: _____

Witness: _____