

Policy Type: Executive Limitations
Policy Title: Global Executive Constraint

*The **Executive Director/Executive Board** will not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.*

Policy Type: Executive Limitations
Policy Title: Treatment of Consumers

*With respect to interactions with consumers or those applying to be consumers, the **Executive Director/Executive Board** will not cause or allow conditions, procedures or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.*

The **Executive Director/Executive Board** will not

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing consumer information that fail to protect against improper access to the material.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from CSCA.
5. Fail to inform consumers of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their rights under this policy.

Policy Type: Executive Limitations
Policy Title: Treatment of the Governing Board

*With respect to the treatment of the Board, the **Executive Director/Executive Board** may not cause or allow conditions that are unfair, undignified, disorganized, or unclear. The **Executive Director/Executive Board** also will not cause or allow the **Governing Board** to be uninformed or unsupported in its work.*

The **Executive Director/Executive Board** will not

1. Allow the **Governing Board** to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the **Governing Board** regardless of the **Governing Board**'s monitoring schedule.
2. Allow the **Governing Board** to be without decision information required periodically by the **Governing Board** or let the **Governing Board** be unaware of relevant trends.
3. Allow the **Governing Board** to be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and **relevant** internal and external changes.
4. Allow the **Governing Board** to be unaware that, in the **Executive Director/Executive Board**'s opinion, the **Governing Board** is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of

Governing Board behavior that is detrimental to the work relationship between the **Governing** Board and the **Executive Director/Executive Board**.

5. Present information in unnecessarily complex or lengthy form.
6. Allow the **Governing** Board to be without a workable mechanism for official **Governing** Board, officer, or committee communications.
7. Deal with the **Governing** Board in a way that favors or privileges certain **Governing** Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the **Governing** Board.

Policy Type: Executive Limitations

Policy Title: Treatment of Staff

*With respect to the treatment of paid and volunteer staff, the **Executive Director/Executive Board** may not cause or allow conditions that are unfair, undignified, disorganized, or unclear.*

The **Executive Director/Executive Board** will not

1. Operate without written personnel rules that (a) clarify rules for staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for expression of dissent.
3. Fail to acquaint staff with the **Executive Director/Executive Board's** interpretation of their protections under this policy.
4. Allow staff members to be unsupported in their work.

Policy Type: Executive Limitations

Policy Title: Compensation and Benefits

*With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the **Executive Director/Executive Board** will not cause or allow jeopardy to financial integrity or to public image.*

The **Executive Director/Executive Board** will not

1. Change the **Executive Director/Executive Board's** own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue,
5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that
 - a. Incur unfunded liabilities.
 - b. Provide less than some basic level of benefits to all fulltime employees, though differential benefits to encourage longevity are not prohibited.
 - c. Allow any employee to lose benefits already accrued from any previous plan.
 - d. Treat the **Executive Director/Executive Board** differently from other key employees.

Policy Type: Executive Limitations

Policy Title: Emergency Executive Director Succession

To protect the Governing Board from sudden loss of Executive Director services, the Executive Director will not permit there to be fewer than two other Governing Board and/or staff members sufficiently familiar with Board and Executive Director/Executive Board issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Policy Type: Executive Limitations

Policy Title: Financial Planning/Budgeting

The Executive Director/Executive Board will not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Governing Board's Ends priorities, risk financial jeopardy, or fail to be derived from a multiyear plan.

Financial plans will not

1. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

Policy Type: Executive Limitations

Policy Title: Financial Condition and Activities

With respect to the actual, ongoing financial conditions and activities, the Executive Director/Executive Board will not cause or allow the development of financial jeopardy or material deviation of actual expenditures from Governing Board priorities established in Ends policies.

The Executive Director/Executive Board will not

1. Enter into any agreements/or contracts that do not support the Ends policies or are imprudent, unlawful or unethical.
2. Expend more funds than have been received in the fiscal year to date unless the Governing Board's debt guideline is met.
3. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within 60 days.
4. Use any funds allocated to long-term investments.
5. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within 30 days.
6. Fail to settle payroll and debts in a timely manner.
7. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
8. Make a single purchase of greater than \$75,000. Splitting orders to avoid this limit is not acceptable.
9. Make a single commitment of greater than 75 percent of the current annual budget. Splitting orders to avoid this limit is not acceptable.
10. Allow the issuance of a check greater than \$2,000 with fewer than two signatures.

11. Acquire, encumber, or dispose of real estate.
12. Fail to aggressively pursue receivables after a reasonable grace period.
13. Enter into agreements or commitments with organizations in which a staff member has an ownership interest.

Policy Type: Executive Limitations

Policy Title: Asset Protection

*The **Executive Director/Executive Board** will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.*

The **Executive Director/Executive Board** will not

1. Fail to insure adequately against theft and casualty and against liability losses to **Governing** Board members, staff, and the organization itself.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its **Governing** Board, or its staff to claims of liability.
5. Make any purchase (a) wherein normally prudent protection has not been given against conflict of interest; (b) of more than 5 percent of the current annual budget without having obtained comparative prices and quality; (c) of more than 5 percent of the current annual budget without a stringent method of assuring the balance of long-term quality and cost. Orders will not be split to avoid these criteria.
6. Fail to protect intellectual property, information, and files from loss or significant damage.
7. Receive, process, or disburse funds under controls insufficient to meet the **Governing** Board-appointed auditor's standards.
8. Compromise the independence of the **Governing** Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the **Governing** Board as consultants or advisers.
9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except when necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image, its credibility, or its ability to accomplish Ends.
11. Change the organization's name or substantially alter its identity in the community.
12. Create or purchase any subsidiary organization.