

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GLOBAL EXECUTIVE CONSTRAINT

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices or the policies of CCPH's employing organizations.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF CONSUMERS

With respect to interactions with consumers or those applying to be consumers, the Executive Director shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Use application forms that 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 elicited or fail to support our ends.
3. Fail to operate facilities or programs 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 the service offered.
5. Fail to protect the privacy of consumers unless explicitly given permission otherwise.
6. 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 protections under this policy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: TREATMENT OF STAFF

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

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Operate without written personnel rules which: (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. Discriminate against any staff member for non-disruptive expression of dissent.
3. Prevent staff from grieving to the board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that board policy has been violated to his or her detriment.
4. Fail to acquaint staff with the Executive Director's interpretation of their protections under this policy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not plan in a manner that:

1. Risks the organization incurring those situations or conditions described as unacceptable in the board's policy Financial Condition and Activities.
2. Fails to include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

With respect to the actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
2. Indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.
3. Use any long term unrestricted reserves that cannot be replaced within 90 days.
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
5. Fail to settle payroll and debts when due.
6. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. Make a single purchase or commitment of greater than \$5,000 outside of programmatic and fixed operating expenses. Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real property.
9. Fail to aggressively pursue receivables after 90 days.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EMERGENCY CEO SUCCESSION

In order to protect the board from sudden loss of Executive Director services, the Executive Director may have no fewer than two other staff members familiar with board and Executive Director issues and processes such that a successor could take over with reasonable proficiency.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

The Executive Director shall not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Fail to insure against theft and casualty losses to a replacement value comparable to CCPH's employing organizations unless the premium cost exceeds replacement value.
2. Fail to insure against liability losses to board members, staff and the organization itself in an amount greater than the average for comparable organizations.
3. Allow unbonded personnel access to material amounts of funds.
4. Subject plant and equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the organization, its board or staff to claims of liability.
6. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$5,000 without having obtained comparative prices and quality; (c) of over \$5,000 without a stringent method of assuring the balance of long term quality and cost. Orders shall not be split to avoid these criteria.
7. Fail to protect intellectual property, information and files from loss or significant damage.
8. Receive, process or disburse funds under controls which are insufficient to meet the board-appointed auditor's standards.
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 where necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of Ends.
11. Change the organization's name or substantially alter its identity in the community.
12. Create or purchase any subsidiary corporation without explicit Board approval.

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 shall not cause or allow jeopardy to fiscal integrity or to public image.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits which 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.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE BOARD

The Executive Director shall not permit the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Neglect to submit monitoring data required by the board (see policy on Monitoring Executive Director Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.
2. Fail to report in a timely manner an actual or anticipated noncompliance with any policy of the board.
3. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established in a timely manner.
4. Fail to advise the board if, in the Executive Director's opinion, the board is not in compliance with its own policies on Governance Process and Board-Executive Director Linkage, particularly in the case of board behavior which is detrimental to the work relationship between the board and the Executive Director, including individual board members.
5. Fail to marshal for the board as many staff and external points of view, issues and options as the board determines it needs for fully informed board choices.
6. Present any information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Fail to provide a mechanism for official board, officer or committee communications in a timely manner.
8. Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ENDS FOCUS OF GRANTS OR CONTRACTS

The Executive Director may not enter into any grant or contract, unless it emphasizes the production of Ends consistent with CCPH and the avoidance of unacceptable means.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Engage as a principal in a grant or contract that requires performance beyond CCPH core competencies or allows the organization to engage in direct service that could be better performed by a community-academic partnership.
2. Initiate partnerships or collaborations with CCPH member organizations without a deliberate, transparent, and open process that does not preclude or exclude other, appropriately qualified members from being considered.
3. Fail to inform the board and solicit feedback in a timely manner of the intent to pursue specific grants and contracts.
4. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful or unethical ways.
5. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.
6. Fund specific methods except when doing so for research purposes, or when no better method is known, when the result to be achieved is knowledge about differential effectiveness of various methods.