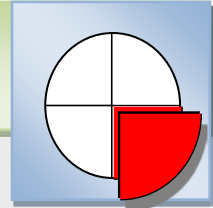


## EL-5 PLANNING



**Policy Type:** Executive Limitations

The chief executive officer shall not permit planning that allocates resources in a way that deviates materially from Ends priorities, that risks fiscal jeopardy, or that is not derived from a multi-year plan.

Further, without limiting the scope of the above statement by the following list, the chief executive officer shall not:

1. Operate without a multi-year strategic plan that can be expected to achieve a reasonable interpretation of the Ends.
  - ~~1.1. Plan without consideration of both internal and external factors which may impact the organization's short and long term future.~~
2. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
3. Operate without a budget for any fiscal period or the remaining part of any fiscal period that is derived from the strategic plan and Board priorities established in Ends policies.
  - 3.1. Omit credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
  - 3.2. Risk incurring those situations or conditions described as unacceptable in the Board policy EL-3 Financial Conditions.
  - 3.3. Provide for less than the amount determined annually by the Board for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
4. Operate without a long term plan which realistically anticipates and prepares for the replacement and addition of the organization's capital needs.



5. Operate without succession planning processes in place to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization in all areas over the long term.
6. Permit the organization to be without sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of chief executive officer services.

