

The State of Texas Alliance for Recycling (STAR)
Guiding Principles

Revised March 15, 2018

Mission Principle

The mission of the State of Texas Alliance for Recycling (STAR) is to increase recycling rates to the highest level afforded by balanced economic and environmental sustainability principles, for the benefit of the State and the people of Texas.

Boundary Principle

The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, irresponsible, unethical, or contrary to the STAR Bylaws.

Component Boundary Principles

BP 1.1 Budget Planning

Budget planning for any fiscal year, or portion thereof, shall not fail to advance the Mission Principle and shall maintain the financial integrity of the STAR.

BP 1.1.1 - The Executive Director shall not allow budgeting that contains too little information to enable credible projection of revenues and expenses, separation of operational and capital items, relation of expenditures to the Mission Principle and disclose multi-year planning assumptions.

BP 1.1.2 – The Executive Director shall not fail to consult with Staff members in developing a budget plan.

BP 1.1.3 – The Executive Director shall not allow budgeting that allows unrestricted reserves to fall below 6months of operational expenses unless approved by the Board.

BP 1.1.4 – The Executive Director shall not allow total Staff compensation, including any offered benefits, to become greater than 51% of the total budget managed by the staff.

BP 1.1.5 – The Executive Director shall not allow a major budget category expense (e.g. Administration, Personnel, Programs, Fund Raising) to exceed amounts for that budget category.

BP 1.1.6 – The Executive Director shall not fail to bring the proposed draft annual budget and operational plan to the Board for approval at least 2months before the start of the next fiscal year.

BP 1.1.7 – The Executive Director shall not fail to consult with the Board elected Treasurer and Executive Committee in the preparation of the annual budget.

BP 1.1.8 – The Executive Director shall not fail to consult with the Board elected Treasurer and Executive Committee when establishing annual salary and benefits for the Staff.

BP 1.2 Financial Planning

With respect to the actual, ongoing financial conditions and activities, the Executive Director shall not deviate substantially from the budget nor allow the financial integrity of the STAR to be jeopardized.

BP 1.2.1 - The Executive Director shall not fail to settle payroll and capital debt requirements in a timely manner.

BP 1.2.2 – The Executive Director shall not allow tax payments or other government ordered payments to be overdue.

BP 1.2.2.1 – The Executive Director shall not fail to ensure that tax returns are filed by a competent Certified Public Accountant (CPA).

BP 1.2.3 – The Executive Director shall not announce a fundraising project without first notifying the Board.

BP 1.2.4 – The Executive Director shall not fail to insure against theft and property losses and shall not fail to insure against liability losses to the STAR office, Staff and Board.

BP 1.2.5 – The Executive Director shall not inhibit an annual audit of the financial condition of the organization by a Certified Public Accountant chosen by the Executive Director in consultation with the Board elected Treasurer and Executive Committee.

BP 1.2.6 – The Executive Director shall not permit the building, facilities or equipment of the STAR to be subjected to insufficient maintenance or use in a way not in accordance to the Mission Principle.

BP 1.2.7 – The Executive Director shall not accept major contributions with restrictions on behalf of the STAR without first consulting the Executive Committee.

BP 1.2.8 – The Executive Director shall not establish/change bank depositories without Board approval.

BP 1.2.9 – The Executive Director shall not allow the STAR to incur any debt without approval of the Board.

BP 1.2.10 – The Executive Director shall not allow cash balances to fall below 2months of operating expenses without first consulting the Executive Committee.

BP 1.3 Internal and External Relations

The Executive Director shall not, nor allow the STAR staff to act in a manner that may be judged unethical, illegal, dishonest, unprofessional, or inconsistent with these Guiding Principles.

BP 1.4 Human Resources: In relating to employees:

BP 1.4.1 – The Executive Director shall not fail to have all responsibility, authority and accountability for Staff.

BP 1.4.2 – The Executive Director shall not fail to provide job growth, annual job training, and teamwork for himself/herself as well as for the Staff.

BP 1.4.3 – The Executive Director shall not allow deviations from State or Federal law or regulations in the fair and equitable treatment of employees.

BP 1.4.4 – The Executive Director shall not fail to allow employees a fair opportunity to express grievances.

BP 1.4.5 – The Executive Director shall not allow the confidentiality of employee records to be broken.

BP 1.4.6 – The Executive Director shall not fail to have employees informed of their responsibilities and documented job descriptions.

BP 1.4.7 – The Executive Director shall not allow positions to be undefined or inaccurately reflect the responsibility and tasks given to the position (e.g. written job titles and job descriptions).

BP 1.4.8 – The Executive Director shall not fail to have less than an annual performance review conducted with each employee. The reviews are to be conducted each year within 30 days of the employee's hire date anniversary.

BP 1.4.9 – The Executive Director shall not allow positions to exist that do not contribute to the STAR Mission Principle.

BP 1.4.10 – The Executive Director shall not fail to annually review with and obtain written acknowledgement from employees of having read the Personnel Policies and Procedures or Employee Handbook.

BP 1.4.11 – The Executive Director shall not fail to gain approval from the Board when recommending additional positions.

BP 1.4.12 – The Executive Director shall not hire family members of current Staff or Board members.

BP 1.5 Board Relations

The Executive Director or his/her designated member of the Staff shall not fail to attend Board and Executive Committee meetings as a non-voting member, and shall not fail to provide the Board operational leadership to help the Board in its efforts to fulfill the Mission Principle. The Executive Director shall not fail to have the responsibility to ensure and enforce that the Board and its directives comply with the integrity of the STAR and its Mission Principle by 1) first bringing concerns and issues to the Board Chair and/or the Executive Committee, 2) then if not resolved, to the Board, 3) then if not resolved, to the Membership, in this specific order.

BP 1.5.1 – The Executive Director shall not allow the Board to be uninformed or unsupported in its work. Accordingly, the Executive Director shall not fail to:

BP 1.5.1.1 – Deal with the Board as a whole, except when responding to offices or committees duly charged by the Board.

BP 1.5.1.2 – Advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own principles or its own policies on the Guiding Principles. Particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Executive Director and/or the Staff.

BP 1.5.1.3 – Make the Board aware of pertinent trends and significant external and internal events that affect business practices, operations, and/or the Mission Principle.

BP 1.5.1.4 – Report in a timely manner, any actual or anticipated noncompliance with any policy

of the Board.

BP 1.5.1.5 – Work in unison of purpose with the Board to achieve the Mission Principle.

Accountability Principle

The responsibility of this Board is on behalf of the people of the State of Texas who need effective recycling and diversion activities, and to those who have joined with us to help make this a reality, through the leadership of the Executive Director to:

1. Achieve the fulfillment of the Mission Principle, and
2. Avoid the violation of the Boundary Principles.

Component Accountability Principles

AP 1.1 Connecting with Stakeholders (inside & outside of the STAR) and the STAR Members that we serve

AP 1.1.1 – Devotion to the STAR Guiding Principles

AP 1.1.1.1 – The Board Chair ensures that the Board submits to the Guiding Principles

AP 1.1.1.2 – The Board Chair ensures that each quarterly Board meeting has dedicated time for discussion pertaining to at least one of the three accountabilities of the Board:

- Accountability to our Stakeholders and Members we are called to serve,
- Accountability to itself for the integrity of process, and,
- The Executive Director’s accountability to the Board.

AP 1.1.1.3 – The Board Chair ensures that accountability exists for all Board members to regularly:

- Participate in Board meetings,
- Participate in regional and/or topical Councils,
- Participate in committees duly charged by the Board, and
- Practice stewardship with time, talents, and revenue.

AP 1.1.2 – Outside Stakeholder Research and Relations

AP 1.1.2.1 – The Board Chair ensures that the Board is governing to reach out and meet the needs of Stakeholders throughout the State using research and feedback from the Stakeholders.

AP 1.1.3 – Inside Stakeholder Feedback and Assessment

AP 1.1.3.1 – The Board Chair ensures that at least annually the Board actively seeks formal and informal feedback from Councils, Committees, Task Forces and the STAR membership on how:

- The STAR is doing regarding our Mission Principle and what is working well, what is not, and what governance is needed to accelerate the achievement of the Mission Principle.
- The Board is doing relating to its three accountabilities:

- Accountability to our Stakeholders and Members we are called to serve,
- Accountability to itself for the integrity of process, and,
- The Executive Director’s accountability to the Board.
- The Executive Director is providing vision, direction, leadership, and using resources to meet the Mission Principle.

AP 1.2 Disciplining the Process of the Board

AP 1.2.1 – Board Governing Style

The Board will cultivate group responsibility. The Board will be the initiator of policy, not a reactor to initiative (policy focused, not operations focused). The Board is responsible for ensuring adequate resources to achieve the Mission principle. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments. The Board is responsible for excellence in governing.

AP 1.2.2 – Board Job Description

The Board will govern the organization through:

- Accountability to our Stakeholders and Members we are called to serve,
- Accountability to itself for the integrity of process, and,
- The Executive Director’s accountability to the Board.

AP 1.2.3 – Board Code of Conduct

Board members must be loyal to the Guiding Principles of the organization, which supersedes the personal interests of any Board member.

AP 1.2.3.1 – Board members must avoid conflict of interest with respect to their fiduciary responsibility. When the Board is to decide upon a specific issue in which a member has an unavoidable conflict of interest, that member shall refrain from the deliberation and abstain from the vote.

AP 1.2.3.2 – Board members must act in a manner that is judged as ethical, legal, honest, tactful, professional, and consistent with all aspects of these Guiding Principles.

AP 1.2.4 – Board Recognizes Executive Director as Officer for Fulfillment of the Mission Principle

AP 1.2.4.1 – The Board’s sole official connection for the management of the operation of the organization is through the Executive Director.

AP 1.2.5 – Chairperson as Officer of Process

AP 1.2.5.1 – The Board Chair ensures that the Board follows the Accountability Principles and the rules legitimately imposed upon it from outside the organization.

AP 1.2.5.2 – Any difference of opinion regarding direction of the Executive Director to achieve the Mission Principle will be brought to the attention of the Board Chair for resolution, who will work with the Executive Director and others, as needed and appropriate.

AP 1.2.5.3 – The Board Chair may temporarily delegate this authority, yet remains accountable for its use.

AP 1.2.6 – Secretary as Officer for Documentation

AP 1.2.6.1 – The Secretary ensures that the Guiding Principles are maintained and distributed to the Board annually and are available to the Board at each Board meeting, and available to the membership on the website.

AP 1.2.7 – Use of Board Committees and Operational Task Forces

AP 1.2.7.1 – The Board Chair ensures that committees assigned by the Board are to reinforce the Board’s governance responsibilities (e.g.: Executive Committee, Finance Committee, Nominations Committee).

AP 1.2.7.2 – The Executive Director ensures that operational task forces are assigned to meet specific operational goals and objectives. Operational task forces report to the Executive Director.

AP 1.2.7.3 – Committees and task forces never interfere with the delegation to the Executive Director as the Officer for the fulfillment of the Mission Principle and/or the operations of the organization.

AP 1.2.7.4 – It is the responsibility of the Executive Director to make sure the work of the operation task forces continue to move forward and is completed as scheduled.

AP 1.2.7.5 – It is the responsibility of the Board Chair to make sure the work of the governance committees continue to move forward and is completed as scheduled.

AP 1.2.8 – Cost of Governance

AP 1.2.8.1 – The Board ensures that no Board member shall be paid by the STAR to serve in this role. Any reimbursement of direct expenses will be within IRS guidelines and documented as an IRS conflict of interest.

AP 1.2.8.2 – Staff members and their families may not serve on the Board.

AP 1.2.8.3 – The Executive Director shall not receive additional compensation for attending Board functions other than reimbursement of direct expenses.

AP 1.3 – Accountability for the Performance of the Executive Director

AP 1.3.1 – Unity of Control

AP 1.3.1.1 – All matters pertaining to the performance of the Executive Director shall be done in accordance with the Guiding Principles.

AP 1.3.2 – Accountability of the Executive Director

AP 1.3.2.1 – The Executive Director of the STAR is accountable to the Board for achieving the Mission Principle and not violating the Boundary Principles.

AP 1.3.2.1.1 – The Executive Director reports directly to the Board Chairperson.

AP 1.3.2.1.2 – The Executive Director and Board Chair meet weekly to maintain alignment between governance and operational responsibilities.

AP 1.3.3 – Delegation to the Executive Director

AP 1.3.3.1 – The Executive Director shall be empowered to take all actions and make administrative decisions that are deemed necessary to attain the Mission Principle, except actions that violate the Boundary Principles.

AP 1.3.3.2 – Except for assignment of its own work/policies to Board committees, consultants or Board officers, the Board shall delegate authority only to the Executive Director.

AP 1.3.3.3 – Any other party operating with authority of the STAR shall receive that authority from the Executive Director or a person delegated by him/her. This does not include Board governance.

AP 1.3.4 – Performance of the Executive Director

AP 1.3.4.1 – The Board ensures that the Executive Director correctly understands the intent and content of the Guiding Principles.

AP 1.3.5 – Annual Goals of the Executive Director

AP 1.3.5.1 – The Executive Director, on an annual basis, provides the Board with specific, measurable, achievable, realistic, and time-based goals he/she is pursuing in order to fulfill the Mission Principle. Quarterly updates of progress toward these goals are shared with the Board.

AP 1.3.6 – Annual Review of the Executive Director

AP 1.3.6.1 – The Board Chair ensures that the main agenda for the final quarter Board meeting is to review the Executive Director's performance with the Board. The Board Chair ensures that the Executive Director's annual performance review is presented at the final quarter Board meeting.

AP 1.3.6.2 – The Board holds the Executive Director accountable for the interpretation and application of the Guiding Principles.

AP 1.3.6.3 – This check of goals achieved and boundaries respected coincides with approval of the following year's budget and the approval of the Executive Director's compensation.

AP 1.4 Amending the Guiding Principles

The Board is responsible for reviewing the Guiding Principles by December 15 of each year and revising the Guiding Principles each year by March 31 to achieve the Mission Principle.

The revisions to the Guiding Principles were adopted by over a three-fifths majority of STAR Board of Directors in a meeting held on March 15, 2018.

Wendy Chance, Secretary