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CCA | 2017  
POLICY & PROCEDURE MANUAL

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ADOPTED BY THE BOARD OF DIRECTORS: AUGUST 25, 2017

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## POLICY: GENERAL

## PURPOSE: CONTACT INFORMATION

DATE: AUGUST 25, 2017

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### I. Mailing address:

Colorado Chiropractic Association  
8751 E. Hampden Ave, Suite B7  
Denver, CO 80231

### II. Email:

General: [cca@coloradochiropractic.org](mailto:cca@coloradochiropractic.org)  
Staff: [firstname@coloradochiropractic.org](mailto:firstname@coloradochiropractic.org) or [drfirstname@coloradochiropractic.org](mailto:drfirstname@coloradochiropractic.org)

### III. Telephone/Fax:

Local: 303-755-9011  
Toll Free: 800-829-0339  
Fax: 303-755-1010

The phone lines are answered Monday through Friday 9:00 am – 4:30pm MST with the exception of established holidays. Voicemail is available 24 hours a day, seven days a week.

### IV. Website:

Address: [www.coloradochiropractic.org](http://www.coloradochiropractic.org)

Members Only: The default username is determined by the first and last name of the member. Should the member join online, the username will be user defined. The password is user defined.

- V. The Colorado Chiropractic Association is specifically organized and shall be operated as a professional trade association, primarily engaged in activities which accomplish one or more of the exempt purposes within the meaning of Section 501(c)(6) of the Internal Revenue Code of 1986, as amended. Except as otherwise provided for herein, the CCA is governed by and operating under the Colorado Revised Nonprofit Corporation Act, Colorado Revised Statutes, Title 7, Article 121, *et seq.*



## POLICY: GENERAL

## PURPOSE: CONTRACTS

DATE: AUGUST 25, 2017

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- I. Numerous contracts are entered into on behalf of the association. Contract negotiations include convention venues, service providers, strategic alliances, etc. All contracts are maintained in a permanent file and shared with the executive committee and/or full board.
- II. The CCA may maintain memberships with other associations. Memberships are submitted by staff upon renewal of annual memberships to the Board of Directors for review and approval of continuation of membership. Their membership fees are included in the annual budget each year.

Examples of associations we are, or have been members of, including, but are not limited to:

- Colorado Society of Association Executives
- American Society of Association Executives
- BoardSource
- Foundation for Chiropractic Progress
- American Chiropractic Association
- International Chiropractic Association
- Congress of Chiropractic State Associations

### III. **Signatories**

- i. The executive director and/or President are authorized to sign contracts on behalf of the association, with approval from the Board of Directors or executive committee.

### IV. **Limitation**

- i. Except as otherwise provided for in the Bylaws and the Policy and Procedure Manual, any and all contracts and agreements creating a liability or obligation in excess of \$2,500 must be approved in advance by the Board of Directors.



## POLICY: GENERAL

## PURPOSE: GOVERNMENTAL RELATIONS

DATE: AUGUST 25, 2017

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- I. The CCA, at the sole discretion of the Board of Directors, may organize, sponsor, support, and maintain various separate segregated funds or committees, as permitted under Section 501(c) of the Internal Revenue Code, Section 527 of the Internal Revenue Code, Article XXVIII of the Colorado Constitution, and the Fair Campaign Practices Act, Colorado Revised Statutes § 1-45-101, *et seq.*, including but not limited to a federal political committee, state political committee, state small donor committee, independent expenditure committee, or issue committee, to influence elections or ballot measures at the federal, state, or local level.
- II. **PAC Organizational Structure**
  - i. The PAC shall be a committee of the CCA's board of Directors. The President of the association, at the beginning of each presidential term, shall appoint the committee chair. The chair can then appoint the members of the committee. Each member is subject to ratification by the Board of Directors.
- III. **PAC's Purpose**
  - i. The PAC, at the call of the chair, shall meet or telecommunicate to discuss the distribution of PAC funds to current or potential Colorado General Assembly or statewide candidates. The PAC shall have the authority to approve any political contribution. All decision are made by majority rule. All checks written to legislators or political parties will be written from the executive office.
- IV. **Candidate Contributions**
  - i. The PAC, at the call of the chair, shall screen candidates seeking an endorsement from PAC.
  - ii. The PAC shall make endorsements to candidates from the recommendations of CCA's lobbyist, PAC committee, PLAC and upon approval of the Board of Directors to use either PAC or Small Donor funds, based upon limitations from each fund.
- V. Any position taken by the Board of Directors or on behalf of the Colorado Chiropractic Association in support of or in opposition to legislation or proposed legislation, legislative or public policy, or the endorsement of any candidate for elective or appointed political office, shall require the affirmative vote of at least a majority of all eligible Board members entitled to vote on taking such position concerning legislation or making such endorsement. Notwithstanding the foregoing limitation, the Board of Directors may delegate its authority to support or oppose specific legislation to the Legislative and Public Policy Committee or to the Executive Board by the affirmative vote of at least a majority of all eligible Board members entitled to vote.



**VI. Legislative and Political Affairs**

- i. Upon the conclusion of each legislative session, and based upon the plan of action developed by the Executive Legislative Committee, the Legislative and Public Policy Committee shall make recommendations to the Board of Directors with respect to the legislative goals and public policy objectives of the CCA between legislative sessions and for the next legislative session. The Legislative and Public Policy Committee shall work with other Committees of the CCA and with other outside groups, including trade associations, civic leagues and social welfare organizations, and charitable organizations or foundations, to accomplish the legislative and public policy objectives of the CCA.

**VII. Small Donor**

- i. In compliance with Colorado law, the CCA maintains a small donor fund. The CCA will make all efforts to donate a portion of general member's dues, up to the legal limit allowed per Colorado law per one (1) fiscal year to the small donor fund. This may be broken up into quarterly payments if necessary. These funds are used when a donation to a legislator or political party exceeds the legal allowed amount for Colorado laws for our PAC and the expense is approved by the Board of Directors.



POLICY: GENERAL

PURPOSE: REGISTERED AGENT AND REGISTERED OFFICE

DATE: AUGUST 25, 2017

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- I. As an incorporated entity, the association must file every one (1) year, a Periodic Report pursuant to §7-90-301, et seq. and §7-90-501 of the Colorado Revised Statutes (C.R.S) with the Secretary of State. The Board of Directors shall appoint a registered agent for the service of process, and said registered agent shall have and continuously maintain in the State of Colorado a registered office, as required by the Colorado Nonprofit Corporation Act, and other relevant provisions of law. The Executive Office (EO) shall file these documents in a timely manner on behalf of the association. The current expiration date is 11/21/2017. The name to be listed as the registered agent will be the current President for that year and the executive director as the point of contact.





## POLICY: GENERAL

## PURPOSE: INSURANCE

DATE: AUGUST 25, 2017

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### I. **Directors' & Officers'**

- i. Directors' and officers' liability insurance is maintained and renewed as determined by policy. The policy covers acts of the directors and officers of the association up to the limits as set by the insurance policy. This is a budgeted line item based on prior year's premiums.

### II. **General Liability**

- i. General liability insurance is maintained and renewed as determined by policy. This is a budget line item based on prior year's premiums.

### III. **Property**

- i. Property insurance is maintained and renewed as determined by policy. This is a budget line item based on prior year's premiums.

### IV. **Workers' Compensation**

- i. Workers' compensation insurance is maintained through our HR company. This is a budget line item that is incorporated into line item: Salaries, Bonuses and Benefits.

Insurance not listed will be obtained as necessary and included in the annual budget or approved by the CCA Board of Directors.



## POLICY: GENERAL

## PURPOSE: PERMANENT FILES

DATE: AUGUST 25, 2017

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- I. All records, correspondence, activities, related subjects, etc. are maintained in the executive office (EO) for a period of seven (7) years. All records are kept in an electronic form on the EO server or in paper form at the EO. The server is backed up to a cloud system: Carbonite.

Permanent files include, but are not limited to subjects such as:

Annual Convention	Insurance
Articles of Incorporation	Membership
Bylaws/Constitution	Minutes
Collaterals	Personnel files
Continuing Educating Files	Policies & Procedures
Contracts	Publications
Corporate Registration Reports	Strategic Plans
Elections	Tax Filings

- II. In addition, records for each member including all of their membership applications/renewals, event registration forms, purchases, and any correspondence regarding that member are kept in their profile on our database, or if necessary via paper form in our member files. All precautions are taken for security of member data.
- III. When possible, documents will be scanned in to be kept electronically and to save space. The originals will subsequently be destroyed in a complete manner upon successful transfer.
- IV. When the destruction cycle is imminent, a public notice will be placed on the CCA website and sent to all members at least thirty (30) days prior to destruction. All documents will be destroyed in a complete manner (example: shredding).



POLICY: GENERAL

PURPOSE: PUBLIC RECORD

DATE: AUGUST 25, 2017

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- I. The association is a professional association incorporated in Colorado. As a public corporation, the association must make general information available for public viewing. This information includes the constitution and/or bylaws of the organization, updated Colorado incorporation documents, current 990 form and recognition by the Internal Revenue Service as a 501(c)(6) organization. These documentation and requirements shall be updated as required by law. These documents shall be maintained and shall be available for public viewing upon appropriate notice/request by any member of the public.



## POLICY: GENERAL

## PURPOSE: AWARDS

DATE: AUGUST 25, 2017

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- I. The association may present awards as deemed appropriate by the board. All awards are ordered by the executive office (EO).
- II. The Awards Committee shall identify individuals worthy of recognition for their efforts and accomplishments in preserving and advancing the philosophy, science, and art of chiropractic; in promoting the benefits of chiropractic health care to the public; in supporting the efforts, purposes, objectives and mission of the Colorado Chiropractic Association; in protecting the professional welfare of the members of the Colorado Chiropractic Association; and in being an influence for good in the community, state, nation and world. Except as otherwise provided for in this Policy and Procedure Manual, Awards shall be given based on the opinion and judgment of the members of Awards Committee, and without consideration of past receipt of the same or any other award. Except as otherwise provided for in this Policy and Procedure Manual, Award recipients may but are not required to be members of the Colorado Chiropractic Association. The Awards Committee may, but is not required, to present all Awards each year, and may select multiple individuals for recognition to receive the same Award, and/or such other additional awards that may be given based on the opinion and judgment of the members of Awards Committee and the President.
- III. The President shall appoint the Chair of the Awards Committee, and the Awards Committee shall be comprised of the President and one member from each Standing Committee of the CCA, appointed by the chair of each Standing Committee. Where practical, the representative from each Standing Committee on the Awards Committee should not be a member of the Board of Directors.
- IV. Except as otherwise provided for in this Policy and Procedure Manual, one or more of the following Awards may be given by the Awards Committee and/or the President and presented at the CCA Annual Convention:
  - i. CCA CHIROPRACTOR OF THE YEAR is presented to the chiropractor or chiropractors in practice 10 or more years in Colorado who has contributed the greatest amount of time and/or talent to the CCA in the past year or over many years.
  - ii. CCA RISING STAR CHIROPRACTOR OF THE YEAR is presented to the chiropractor or chiropractors in practice less than 10 years in Colorado who has contributed the greatest amount of time and/or talent to the CCA in the past year or over many years.
  - iii. CCA DISTINGUISHED CHIROPRACTOR AWARD is presented to the chiropractor or chiropractors that has contributed considerable time and talent to the CCA, and that has been recognized by their service, accomplishments and contributions to the art and science of chiropractic, to the chiropractic profession, and based upon their contribution to national and/or international chiropractic organizations, chiropractic colleges, and/or outstanding community engagement and service benefiting the chiropractic profession.



- iv. DR. NEAL BISHOP SERVICE AWARD is presented to the non-chiropractor that has contributed the greatest amount of time and or talent to the success of the CCA.
  - v. LEGISLATOR OF THE YEAR AWARD is presented to the legislator or legislators that have been the most supportive of the legislative and public policy positions and initiatives of the CCA, and/or that have contributed to the success of the CCA and to the preservation and advancement of the philosophy, science, and art of chiropractic.
  - vi. CCA EXHIBITOR OF THE YEAR AWARD is presented to the exhibitor or vendor that has contributed the greatest amount of time, talent, or money to the CCA or to the chiropractic profession in Colorado. The CCA Exhibitor of the Year may not have received the award in the previous year.
  - vii. CCA COMMUNITY SERVICE AWARD is presented to the chiropractor, CCA member, or other person who is and has been involved in the service and betterment of the community in areas other than the chiropractic profession.
  - viii. CCA SPORTS AWARD is presented to the chiropractor, CCA member, and/or other person involved with sports within Colorado or nationally having demonstrated support of chiropractic, made a notable impact in the field of sports, and exemplified high professional standards and community involvement.
  - ix. DR. FRANK ELLIOTT PIONEER AWARD is presented by a special committee comprised of the Past Presidents to the chiropractor active in the CCA for over twenty (20) years that who has contributed considerable amounts of time or talent to the CCA and has served as a role model for today's doctors of chiropractic.
  - x. CCA PRESIDENTS PERSONAL AWARD is presented by the President to the person or persons felt to have contributed considerable time, talent or support to the President and/or to the successful operation of the CCA during the President's term.
- V. Award nomination forms will be distributed to CCA Members in the *eUpdate* no later than sixty (60) days prior to the Annual Convention. Award nomination forms must be returned from the membership by mail, fax or e-mail to the CCA office no later than forty-five (45) days before the Annual Convention. CCA staff shall notify all nominees in writing of their nomination and shall request that a Nominee Response Form be completed. A list containing the names of each person nominated for any Award, together with copy of each Nominee Response Form received, shall be provided to all members of the Awards Committee no later than thirty (30) days prior to the Annual Convention. Copies of original nomination forms submitted by any CCA Member or other person shall not be provided to the members of the Awards Committee, but may be made available for review upon request and with the permission of the President or Executive Director in the offices of the CCA.
- VI. The Awards Committee may meet by phone or in person, or action may be taken to select the recipient of any Award by the written consent of a majority of the members of the Awards Committee at least fourteen (14) days before the Annual Convention. The results of any vote and deliberations of the Awards Committee shall be kept confidential and shall be made known only to the Awards Committee Chair, Awards Committee members, and CCA staff. A nominee for an Award may serve on the Awards Committee but shall not vote in the granting of that specific award. A relative of a nominee may serve on the Awards Committee but shall not vote in the granting of that award for which their relative was nominated.



## POLICY: GENERAL

### PURPOSE: TRAVEL POLICY

DATE: AUGUST 25, 2017

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- I. This document defines the specific policy to be followed when traveling on CCA business, as well as Board Member accountability for Association funds. All travel expenses for CCA related business must be presented by the traveler in detail, including but not limited to type of travel and hotel accommodations, and approved by the Board before they are charged to CCA. It is up to the Board to decide if proposed expense is beneficial to the Association in order for the CCA to cover such expense.
- II. CCA is not liable for any personal injury or loss of and/or damage to property incurred by Board Members while in route to, in attendance of, or returning from said meetings. Board Members specifically waives any potential claim for bodily injury or property damage against CCA.
- III. Any expenses of Officers, Board Members, and the Chair and members of any Standing Committee, Special Committee or Task Force for expenses in excess of \$250 shall require prior approval of the Board before such expenses are incurred or obligated unless otherwise approved in the annual budget.
- IV. The Board Member is responsible for complying with this travel policy. The approver is responsible for accurately reviewing expense reports for compliance. Board Members will be reimbursed for all reasonable and necessary expenses while traveling on authorized CCA business. CCA assumes no obligation to reimburse Board Members for expenses that are not pre-approved by the board. Requests for the reimbursement of necessary and related expenses must be supported fully by copies of invoices, bills, receipts, etc., and all requests for reimbursement must be submitted to the CCA office no later than 60 days from the date such expenses were incurred or obligated. In addition, a written report of the meeting, seminar or event where such expenses were incurred must be submitted to the Board of Directors. No reimbursement shall be made until such documentation is received.
- V. Mileage reimbursement for staff and speakers shall be in accordance with the current IRS Guidelines for Mileage Reimbursement, unless previous arrangements were made in writing in advance of said event.
- VI. Hotel rooms for conventions (i.e. COCSA, NCLC, etc.) will be done in the most cost-effective manner.
- VII. Staff and volunteers will not share hotel rooms.
- VIII. Travelers who do not comply with this travel policy may be subject to:
  - i. Delay or withholding of reimbursement
  - ii. Disciplinary action after a significant number of policy exceptions
  - iii. Appropriate management action, up to and including termination of membership



## POLICY: GENERAL

### PURPOSE: CEO PERFORMANCE EVALUATION

DATE: AUGUST 25, 2017

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- I. The Executive Director of the Colorado Chiropractic Association (the “Nonprofit”) is the person responsible for the efficient operation of the Nonprofit. Therefore, it is the desire of the Nonprofit to provide a fair yet reasonable and not excessive compensation for the Executive Director (and any other highly compensated employees and consultants).
- II. In order to protect the board from sudden loss of executive director services, the executive director shall maintain a detailed “In case of emergency” binder to be kept at the office should an emergency arise.
- III. The following processes cannot go uncovered due to the absence of the executive director for extended periods of time
  - Payroll processing
  - Timely bill approval and payment
  - Contract renewal
  - Emergency personnel actions
  - Timely filing for PAC & Small Donor accounts with the Secretary of State
- IV. Concurrent Documentation. To approve the compensation for the Executive Director (and other highly compensated employees and consultants) the board must document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. Documentation will include:
  - a) A description of the compensation and benefits and the date it was approved;
  - b) The members of the board who were present during the discussion about compensation and benefits, and the results of the vote;
  - c) A description of the comparability data relied upon and how the data was obtained; and
  - d) Any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the board but who had a conflict of interest with respect to the decision on the compensation and benefits.
- V. The annual process for determining compensation is as follows: The executive committee of the CCA shall annually evaluate the Executive Director on his/her performance, and ask for his/her input on matters of performance and compensation. At this time, the executive committee and the chief executive will agree on any specific, personal performance goals for the year ahead. The chief executive’s compensation package will be reviewed during or soon after this process and approved by a disinterested committee of the board using appropriate salary comparison data. The executive committee will review the compensation and comparability data and maintain confidentiality of salaries.



- VI. The executive director and senior staff shall be compensated fairly based on their experience, job description and comparability data demonstrating fair market value.
- VII. The CEO shall be reviewed no more than annually by the executive committee, unless a situation would arise less before a period of one year that would warrant further investigation. This will require a majority vote of either the executive committee or board of directors for a special evaluation.
- VIII. Independence in Setting Compensation: The Chair of the board of directors, who is a volunteer and not compensated by the Nonprofit, will operate independently without undue influence from the Executive Director.
- IX. No member of the Executive or Human Resources Committee will be a staff member, the relative of a staff member, or have any relationship with staff that could present a conflict of interest.





## POLICY: GENERAL

### PURPOSE: USE OF CCA LOGO

DATE: AUGUST 25, 2017

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- I. Use of the CCA's distinctive logo is a benefit of membership. Members are encouraged to promote membership in the organization and what it stands for by using the prescribed logo on forms, business cards, stationary (print and digital) and advertisements.
- II. The logo, and any marks associated with the organization are the property of the organization and are protected by state and federal laws. Use of the logo is contingent upon agreeing to the following licensing provisions.
  - i. The logo is the property of the organization
  - ii. Members in good standing may use the logo on stationary (print and digital)
  - iii. The logo of the organization may not be used by a member without the words "Member" incorporated into the design
  - iv. Members may not use the logo to state or imply that the organization has endorsed their company or their company's products or services
  - v. Members agree not to place the logo on their products
  - vi. Members will indemnify and hold the organization harmless for any damages, including attorney's fees, incurred by the member as a result of use of the logo
  - vii. Members agree to cease using the logo upon request of the board of directors or staff
  - viii. Members agree to pay the organization for all costs and attorney's fees incurred by the organization in any action against a member to enforce the terms of the license agreement
- III. The CCA board will approve the use of the CCA logo and name by vendors and other organizations. The CCA will maintain a list of vendors and other organizations authorized to use the CCA logo and name.



## POLICY: GOVERNANCE

### PURPOSE: BOARD OF DIRECTORS

DATE: AUGUST 25, 2017

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- I. The affairs of the CCA shall be managed by its Board of Directors; except that decisions made by the general membership at the Annual Business Meeting, or at any Special Business Meeting of the Membership, shall be binding on the CCA and its Board of Directors. In managing the affairs of the CCA, the Board of Directors shall utilize the advice and input of its Executive Committee, Staff, Standing and Special Committees and Task Forces, Lobbyist, Attorney, other professionals, and CCA members. Any and all decisions made, policies established, and actions taken by the President and/or the Executive Committee beyond the scope of their authority and without prior approval of the Board of Directors shall be subject to ratification by the Board of Directors at the next Board meeting.
  
- II. DUTIES OF THE BOARD OF DIRECTORS: In addition to the duties specified in the Bylaws and elsewhere in this Policy and Procedure Manual, and as may from time to time be defined and specified by the Board of Directors, the following specific duties shall apply to each Member of the Board of Directors:
  - i. Members of the Board of Directors are expected to have the highest standards of moral character and good standing in his or her community, exemplify the highest standards of practice in the chiropractic profession, and are encouraged to help foster cooperation and respect among Members of the Board of Directors and Members of the Association.
  
  - ii. Board Members are required to serve on at least one standing committee.
  
  - iii. Board Members are expected to attend Board retreats to strengthen leadership skills that will benefit the CCA and to develop methods of communication between the CCA Board and its membership.
  
  - iv. Each Officer, Member of the Board of Directors, member of any standing Committee, Special Committee or Task Force and employee of the CCA shall be required to read agree to abide by the terms of the Conflict of Interest Policy on page 36 Confidentiality Policy on page 34 and Anti-Trust Policy on page 31.
  
  - v. Board Members are expected to attend all meetings of the Board and may be asked to voluntarily resign by the President or by the Board of Directors upon missing three or more called meetings per year (October 1 - September 30) without being excused. In the event a Board Member cannot attend or participate via teleconference in a meeting, the Board Member is required to notify their Alternate Director and the CCA staff. Meetings attended by the Board Member's Alternate Director are counted as an excused absence. Board Members may be excused by the President or by a vote of the Board of Directors for unexpected emergencies. CCA staff will contact Board Members as a reminder at least five days prior to any regular or



special meeting of the Board of Directors.

- vi. Board members are expected to attend CCA seminars and events for CCA sponsored weekends. The scheduled can be discussed at Board meetings leading up to the events. Board members are expected to wear the appropriate CCA identifier at seminars, provided by the executive office (i.e. polo shirt, name tag, etc.)
- III. Board members are encouraged to have a Gmail account to allow for use of sharing of documents in a secure manner through google drive.
- IV. If any Board Member is removed from the Board in accordance with procedures in the CCA Bylaws, they may not be elected or appointed as a Board Member for a period of three years from the date of removal.
- V. In case of the absence or incapacity of any Officer or Director, or for any other reason that may seem sufficient to the Board of Directors, the Board of Directors may delegate or assign the duties of any Officer or Director to any other Officer or Director, or to the Executive Director, or to any other member of the CCA staff, or to any other person for any length of time.
- VI. Any Officer or Director may resign his or her position by delivering a written notice of resignation containing the effective date and time of such resignation to the President.
- VII. Notwithstanding the provisions for the advancement of Officers and Directors set forth in the CCA Bylaws, in the event an Officer or Director or Alternate Director or other person is appointed to fill a vacancy and serve for the remainder of the term of the former Officer, Director, or Alternate Director, such vacancy appointment shall not deprive the person so appointed from serving a full subsequent term in the office or position to which they would have otherwise been advanced had the vacancy not occurred.



## POLICY: GOVERNANCE

### PURPOSE: EXECUTIVE COMMITTEE

DATE: AUGUST 25, 2017

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- I. In addition to the duties specified in the CCA Bylaws and elsewhere in this Policy and Procedure Manual, and as may from time to time be defined, specified, and delegated to it by the Board of Directors, the following specific duties and responsibilities shall apply to the Executive Committee and its members:
  - i. Members of the Executive Committee are expected have the highest standards of moral character and good standing in his or her community, exemplify the highest standards of practice in the profession, and are encouraged to help foster cooperation and respect among Members of the Board of Directors and Members of the Association.
  - ii. The Executive Committee shall give direction, advice, assistance and recommendations to the President, to CCA staff, and to the Board of Directors about activities deemed necessary to accomplish the Mission, Purposes and Objectives of the Colorado Chiropractic Association, to improve the Association, to provide greater and more responsive service to the Members of the Association, to advance the chiropractic profession in general, and to improve the health of the people of Colorado.
  - iii. The Executive Committee is authorized to act without full Board approval in matters of great urgency requiring immediate attention. This authority applies only in situations where full Board attendance is impossible or impractical as determined by the President of the Association. The Board shall be notified, in writing or by electronic transmission, within 48 hours when the Executive Committee makes decisions in such matters.
  - iv. The Executive Committee shall have meetings at designated times that shall be open at all times to members of the Board of Directors, except for such matters which are appropriate to be dealt with in Executive Session, and shall have an agenda and minutes which are released to the members of the Board of Directors at its regularly scheduled meeting that include all actionable items.
  - v. Minutes, including brief summary of items discussed and any actions taken on behalf of the executive committee will be released in compliance with our General Committee Policy on page 35.
  - vi. Any and all decisions made, policies established, and actions taken by the Executive Committee without prior approval of the Board will be subject to ratification by the Board of Directors at the next Board meeting.



The Executive Committee is comprised of the following positions:

- I. **PRESIDENT:** The President shall serve as the Chair of the Executive Committee. The President shall perform all the duties pertaining to that office and as specified in the CCA Bylaws, and shall in general supervise and control all of the business affairs of the CCA. The President shall preside at all meetings of the Executive Committee, at all meetings of the Board of Directors, at the Annual Business Meeting, and at all Special Business Meetings of the Colorado Chiropractic Association. The President shall be an ex officio member and shall have general supervision over the work of all Committees except the Nominating Committee.
- II. **PRESIDENT-ELECT:** The President-Elect shall perform all the duties pertaining to that office and as specified in the CCA Bylaws, and shall perform the duties of the President in the absence of the President, or in the event of his inability or refusal to act, or at the request of the President. The President-Elect shall serve as a member of the Executive Committee.
- III. **VICE-PRESIDENT:** The Vice-President shall perform all the duties pertaining to that office and as specified in the CCA Bylaws, and shall perform the duties of the President in the absence of the President and the President Elect. The Vice-President shall serve as the Chair of the Bylaws and Internal Policy Committee and as a member of the Executive Committee.
- IV. **SECRETARY:** The Secretary shall perform all the duties pertaining to that office and as specified in the CCA Bylaws, and shall perform the duties of the President in the absence of the President and the President-Elect and Vice President. The Secretary will work with the executive office to ensure accuracy of the minutes at each meeting of the Board of Directors and Executive Committee meetings. Accurate attendance, including those not present, motions and a summary of discussion, when necessary, will be included in the minutes. The Secretary shall serve as a member of the Executive Committee. Minutes will be kept and released in accordance with our General Committee Policy on page 42.
- V. **TREASURER:** The Treasurer shall present a report at each meeting of the Board of Directors and shall present an annual report at each Annual Business Meeting on the financial condition of the Association. The Treasurer shall serve as the Chair of the Budget and Finance Committee and as a member of the Executive Committee.
- VI. **IMMEDIATE PAST PRESIDENT:** The Immediate Past President shall perform all the duties pertaining to that office and as specified in the CCA Bylaws. The Immediate Past President shall be a voting member of the Executive Committee, shall be a voting member of the Board of Directors, and shall be the Chair of the Nominating Committee. In the event of any vacancy caused by the death, ineligibility, resignation, removal, permanent absence, or permanent disability of the Immediate Past President, any past President or past Immediate Past President may be may appointed by the Board of Directors to fill the vacancy and shall serve for the remainder of the former Immediate Past President's term.



## POLICY: GOVERNANCE

### PURPOSE: DIRECTORS AND ALTERNATES

DATE: AUGUST 25, 2017

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- I. DUTIES OF OFFICERS AND DIRECTORS: In addition to the duties specified in the CCA Bylaws and elsewhere in this Policy and Procedure Manual, and as may from time to time be defined, specified, and delegated to any Officer or Director by the Board of Directors, the following specific duties shall apply to Officers and Directors of the Colorado Chiropractic Association:
  - i. DIRECTORS AND ALTERNATES (District Director and Director at Large):
    - a. Directors and their Alternates shall perform all the duties pertaining to that office and as specified in the CCA Bylaws and Policy and Procedure Manual
    - b. Are expected to monitor information or action items made by other Board members as to their impact on the chiropractic profession in the state of Colorado as a whole without local influences
    - c. Expected to work together to conduct periodic meetings in districts throughout the state
    - d. Provide written reports back to the CCA Board about district meetings or other events attended
    - e. Be sensitive to the needs of doctors within the district and around the state and communicate them to the CCA Board
    - f. Be a source of contact for doctors who are not members and encourage them to join
    - g. Use existing organizations of local doctors to enhance CCA programs and professional communications
    - h. Report on public relations, communications, legislative efforts and other important matters to the districts
    - i. Invite CCA members from around the state to CCA Board meetings
    - j. Monitor chiropractic events nationwide through various journals, newsletters, etc. as they may affect our state and report on such matters as appropriate at regular Board meetings report on statewide concerns at district meetings, or annual business meetings if requested by the Executive Committee
    - k. Establish personal contacts with chiropractors statewide and report their concerns, either as information or action items at regular Board meeting
    - l. Contribute articles for the *eUpdate* on areas of interest or statewide concern on a regular basis
    - m. Read material emailed out ahead of time and come prepared to Board Meetings.



## POLICY: GOVERNANCE

### PURPOSE: MEETINGS OF THE BOARD OF DIRECTORS

DATE: AUGUST 25, 2017

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- I. The following Special Rules of Order shall apply to the meetings of the Board of Directors and Executive Committee of the Colorado Chiropractic Association:
  - i. Agenda items, action items, motions, or resolutions which any Officer, Member of the Board of Directors, Committee Chair or Committee Member, or any CCA Member wishes to be placed on the Agenda and come before the Board of Directors or Executive Committee for consideration at any regular or special of the Board of Directors or Executive Committee shall be submitted in writing, at least two (2) weeks in advance of such meeting, to the attention of the President and the Executive Director of the CCA. Any such proposed Agenda or action items, and the form of any Motion or Resolution, together with any accompanying documentation and analysis of the costs and benefits in support the same, shall include the name and contact information of the maker of such motion and shall be submitted in electronic format or in a written form legible enough to be duplicated for mailing or distribution to the members of the Board of Directors or Executive Committee in advance of the meeting at which such Agenda items, action items, motions, or resolutions are to be considered.
  - ii. Board Packets will be prepared by the executive office and will be sent to the board electronically 1 (one) week prior to the board meeting.
  - iii. The President, acting upon their own motion, may commit or refer for review any proposed Agenda item, action item, motion, or resolution submitted in advance of any meeting of the Board of Directors or Executive Committee to any Standing Committee, Special Committee, or Task Force of the CCA, and may request that such Committee or Task Force provide its recommendations, including any suggested amendments, in a report to Board of Directors or Executive Committee before any action is taken with respect to such Agenda item, action item, motion, or resolution by the Board of Directors or Executive Committee.
  - iv. Any requests by individuals or organizations to address or make a presentation to the Board of Directors or the Executive Committee must be in writing and submitted to the CCA Executive Director at least two (2) weeks in advance of such meeting.
  - v. The Board of Directors and Executive Committee shall consider only such business as is listed on the Agenda of the meeting. The consideration of any item, matter, motion or resolution not listed on the Agenda shall require a majority vote of the members present to permit such matter to be considered as New Business.
  - vi. No person may speak more than five (5) minutes to any a question until all who wish to speak have spoken; then an addition three (3) minutes may be allowed for any person to speak to any



question. The President or presiding officer shall endeavor to ensure that discussion and debate will alternate between opposing viewpoints. A total of twenty-four (24) minutes shall be allowed for debate on any question. Debate on any question may then only be extended at the discretion of the President or presiding officer or upon the affirmative vote of two-thirds of the members present at any meeting.

- vii. The President or Immediate Past President will write a short summary of each CCA Board Meeting to be published in the *eUpdate*.
- viii. The Board of Directors or Executive Committee may meet in Executive Session to discuss or consider action with respect to any matter concerning the discipline or sanction of any CCA Member, or to discuss or consider action with respect to any ethical matters, legal matters, contractual matters, or any other issues or matters deemed to be of a sensitive and confidential nature, or when the rights or reputation of any parties involved must be preserved. See our Executive Session Policy on page 46.
- ix. The board schedule is set by the President upon their advancement and following the Annual Business Meeting, with input from the executive director or CCA staff to avoid scheduling conflicts, and distributed to the Board of Directors at the Board Retreat. Board meetings are held on Fridays.
- x. Unless otherwise provided by the Articles of Incorporation or the CCA Bylaws, members of the Board of Directors, or any Committee designated or appointed by the Board of Directors, may participate in a regular or special meeting of the Board of Directors or such Committee by means of a telephone conference, web conference, or similar communications equipment or system by which all persons participating in the meeting can hear or otherwise interact with each other, and participation in a meeting pursuant to this subsection shall constitute presence in person at such meeting.





## POLICY: GOVERNANCE

### PURPOSE: ANNUAL BUSINESS MEETING OF THE CCA MEMBERSHIP

DATE: AUGUST 25, 2017

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- I. Active Members in good standing, whose membership dues are current, may attend and may speak in debate and may vote on any question and may participate in all Business Meetings of the CCA, except that voting in the election of Officers and Directors at Large and Alternate Directors at Large shall only allowed by Active Members in good standing who have been CCA members for at least three (3) months prior to the convening of the Annual Business Meeting of the CCA. All members attending the Annual Business Meeting or any Special Meeting of the CCA Membership must have dues paid up at the time of registration in order to vote at the Annual Business Meeting or at any Special Meeting of the CCA Membership.
- II. The Annual Business Meeting or any Special Meeting of the CCA Membership shall be closed to all except qualified Members of the CCA in good standing, appropriate CCA staff, and guests who are invited by the President or permitted by a majority of the CCA members present and voting at such meeting.
- III. Agenda items, Motions, Resolutions, or Amendments to the Bylaws of the CCA, which any Member wishes to come before the CCA membership for consideration at the Annual Business Meeting or at any Special Meeting of the CCA shall be submitted in writing, no later than thirty (30) days in advance of such meeting, to the President or Executive Director of the CCA. No item will be eligible for debate before membership if not received within the properly allotted timeframe.
- IV. Special Business Meetings of the CCA may be called by the President or by a majority of the Members of the Board of Directors then in office. Notice thereof stating the place, date and time of the Special Business Meeting of the CCA shall be given to each Active Member no less than ten days prior to the date of the meeting, or on such shorter notice due to matters of great urgency as the person or persons calling such meeting may deem necessary or appropriate in the circumstances. The Active Members present at the Special Business Meeting shall constitute a quorum, and voting by proxy shall not be permitted.



## POLICY: GOVERNANCE

### PURPOSE: BOARD RETREAT

DATE: AUGUST 25, 2017

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#### **I. Annual Board Retreat and Training:**

- i. Retreats, including the annual retreat, are designed for Board Members, Committee Chairs, and guests invited by the President only. All current and newly-elected Board Members and Committee chairpersons are strongly urged to attend.
- ii. The annual retreat and Board training/orientation shall take place within 15 days after the CCA Annual Business Meeting, unless otherwise specified by the Board of Directors.
- iii. The purpose of the annual retreat is to establish goals for the coming year, review the purpose and duties of the Officers and Members of the Board of Directors, develop working relationships with other Board Members, and receive training in areas such as Board duties and responsibilities, communication, listening skills, and ethics.
- iv. The location of the annual retreat, training agenda and materials shall be prepared by the President-Elect and CCA staff in the months leading up to the fall Board retreat.
- v. The CCA shall pay for meeting room fees, specific meals, sleeping rooms, training costs all which will be included in the annual budget. Participants may be asked to make a contribution to assist with the costs of the retreat as determined by the current budget.
- vi. Notification of location, times, and agenda for the annual retreat will be sent no less than one month, prior to the annual retreat. Prospective Board Members who are running for election will be notified of the proposed dates in advance and encouraged to attend, should they be elected to the Board of Directors. Attendees should notify CCA staff of their intent to attend at least two weeks prior to the annual retreat.



## POLICY: GOVERNANCE

### PURPOSE: CODE OF CONDUCT AND ETHICS

DATE:

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#### I. PREAMBLE

- a. This Code of Ethics is based upon the fundamental principle that Chiropractors have a duty to act in the best interest of their patients.
- b. This Code of Ethics is for the guidance of the profession with respect to responsibilities to patients, the public, to fellow practitioners, and for such consideration as may be given them by the Colorado law, the Colorado Board of Chiropractic Examiners, and by the Colorado Chiropractic Association, to the extent that they are authorized under Colorado law to exercise enforcement or disciplinary functions.

#### II. Responsibilities of the Board of Directors and Committee Members

- a. Members of the Board of Directors and CCA Committees are expected to understand and are required to fulfill the duties corresponding to their office and conduct themselves in accordance with the ethical duties and policies set forth in this Policies and Procedures Manual, in a manner that will further the mission, purpose, and objectives of the Colorado Chiropractic Association. In addition to such duties provided for in the Bylaws and these policies and procedures, and as may from time to time be defined and specified by the Board of Directors, the following specific standards of conduct apply to each member of the Board of Directors:
  - i. When representing the association in any activity Board Members Committee members shall always represent the Association and the profession first, not their own self-interests.
  - ii. When representing the Association in any activity, Board Members and committee members shall remain professional in appearance and conduct.
  - iii. Board Members and committee members have a responsibility to foster a sense of unity, harmony, and professionalism within the CCA.
  - iv. Board Members and committee members should attend and support as many Association programs as their schedule allows.
  - v. Others look to Board Members to set the example as members of the Association's leadership team. Participation and support of CCA programs demonstrate commitment to the official positions and initiatives of the Association.
  - vi. Information and communications of a sensitive nature, including any information relating to the character, fitness, or professionalism of any CCA member or chiropractor, should be held confidential by each Member of the Board of Directors until all the facts are investigated and determined to be appropriate for release.
  - vii. If at any time a Board Member is asked for an official statement or position of the CCA from a representative of the media, such Board Member shall refer them to the President, the Executive Director, or other designated official spokesperson authorized to speak on behalf of the Association.



**III. RESPONSIBILITY TO PATIENTS AND THE PUBLIC**

- a. Doctor of Chiropractic are required to act in the best interests of their patients in accordance with Colorado law and rules set forth in Colorado Revised Statutes and the Department of Regulatory Agencies, Colorado Board of Chiropractic Examiners policies.
- b. Doctor of Chiropractic may advertise but should exercise utmost care that such advertising is accurate, not misleading, and is correct in representing the chiropractor's professional status. Communication with the public should not create unjustified expectations of results. Doctor of Chiropractic must conform to all applicable Colorado laws and regulations in connection with professional advertising.
- c. Doctor of Chiropractic should continually strive to improve their skills and competency by keeping abreast of current developments contained in health and scientific literature, and by participating in continuing chiropractic educational programs and utilizing all other appropriate means as well.
- d. Doctor of Chiropractic may testify either as an expert witness, or as a treating doctor when their patients are involved in court cases, workers' compensation proceedings, or in other similar administrative proceedings in personal injury or related cases.
- e. Doctor of Chiropractic have a responsibility to the chiropractic profession and have a duty to bring to the attention of the appropriate authorities, those chiropractors who engage in conduct inconsistent with statutes or regulations within the State of Colorado.

**IV. RESPONSIBILITY OF MEMBERS TO THE CCA, THE CHIROPRACTIC PROFESSION, AND OTHER MEMBERS OF THE CCA**

- a. Members of the CCA have an obligation to promote public confidence in the chiropractic profession. To that end, it is imperative every Doctor of Chiropractic present appropriate and professional behavior when dealing with the public, patients, and other members of the CCA.
- b. Members have an obligation to help others acquire knowledge and skills in the practice of the profession. This includes but is not limited to, maintaining high standards of scholarship, education, training, and objectivity in the accurate and full dissemination of information and ideas.
- c. Members shall promote and maintain cordial inter-professional and intra-professional relationships.

**V. BOARD OF DIRECTORS DISCIPLINARY RESPONSIBILITY**

- a. The Colorado Chiropractic Association does not condone any illegal, unethical, or activity that otherwise discredits the CCA or chiropractic profession.
- b. Directors, officers, and association members are subject to CCA board disciplinary action as outlined in these policies and procedures manual.



## POLICY: MEMBERSHIP

### PURPOSE: DISCIPLINARY ACTION AGAINST MEMBERS

#### DATE:

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- I. Any Member, Director, or Officer of the Association may request that disciplinary action be taken against any other Member, Director, or Officer. Any request for disciplinary action shall be submitted to the Board of Directors in writing and shall clearly and accurately state the facts and the circumstances and provide the basis for the request for disciplinary action.
- II. A formal ethics complaint should include:
  - i. The name and contact information of the individual filing the complaint.
  - ii. Details of the nature of the complaint identifying what aspects of the CCA Bylaws or Code of Ethics are alleged to have been violated. This information should identify all relevant parties to the action. The complaint should include dates and times and the rationale for the formation of the complaint.
- III. When a complaint is generated against a member, director, or officer of the CCA, the complaint shall be reviewed at a board meeting or shall be delivered electronically for review. The Board of Directors shall discuss the merits of the complaint and determine whether further activity is necessary. If further action is necessary, an ethics committee shall be convened, and the complaint will be referred to the ethics committee for investigation.
- IV. Investigation of an ethics complaint should include:
  - i. Formation of an ethics committee resulting in an odd number if a vote needs to be taken.
  - ii. Gathering all relevant information and clarifying the nature of the complaint from the individual or group filing the complaint.
  - iii. Interviewing, directly or electronically, all persons or parties directly or indirectly related to the complaint.
  - iv. Discussion of all relevant information by ethics committee members and generating a succinct report to the CCA Board of Directors, including any recommended action.
- V. The Board of Directors may discipline any member, director, or officer with an affirmative vote of two-thirds of all voting directors present at any properly called meeting. Any member, director, or officer subject to discipline, or his or her representative, shall be entitled to speak at the meeting.
- VI. Disciplinary actions may include: reprimand, censure, suspension from CCA activities or events, and/or suspension or expulsion from membership in the organization.



## POLICY: GENERAL

## PURPOSE: ANTI-TRUST POLICY

DATE: AUGUST 25, 2017

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- I. It shall be the policy of The Colorado Chiropractic Association to strictly comply with the letter and spirit of all applicable federal, state and international trade regulations and antitrust laws. Any activities of the CCA or CCA-related actions of its staff, Officers, Directors or Members, that violate these regulations and laws, are detrimental to the interests of the association and shall be contrary to CCA policy. It shall be the further policy of the CCA that all barriers to free, open and fair competition in the health care industry should be eliminated. The CCA shall avoid and discourage any activities or discussions within the association which might be construed as tending to: (1) raise, lower, or stabilize prices; (2) allocate markets; (3) encourage boycotts; (4) foster unfair trade practices; (5) assist in monopolization; or any way violate applicable federal, state or applicable international trade regulations and antitrust laws. Any Members, Directors, Officers, staff or employees who participate in any conduct which the Board of Directors, by a two-thirds vote, determines to be contrary to the CCA's antitrust compliance statement or policies, shall be subject to disciplinary measures, up to and including expulsion from membership or termination of employment with the CCA.
- II. **Antitrust Position Statement:**
  - i. Members of the Colorado Chiropractic Association shall refrain from communicating any content which may be actionable under anti-trust laws while participating in Internet forums such as list serves, bulletin boards and e-mail threads; representing your district at CCA and district meetings; and in any other conversations. Anti-trust violations include, but are not limited to:
    1. Sharing of fee information or other consideration for the examination or treatment of patients or for the provision of other services or products offered to patients other than those set explicitly by statute or regulation.
    2. Changes or proposed changes to fees or other consideration for the examination or treatment of patients or for the provision of other services or products to patients other than those set explicitly by statute or regulation.
    3. Formulas, procedures or means for establishment and determination of fees or terms for the examination or treatment of patients or the provision of other services or products to patients.
    4. Fee cutting or any other discussion of fees at all, or any acts, practices or conduct, including, but not limited to, calls for boycott, which would in any way ever be construed to constitute a boycott or an attempt to exclude any competitor.
    5. Any agreements, practices or information that any doctor has with any vendor pertaining to the provision of good or services to the doctors' chiropractic practice or business.
  - ii. **CCA Codified Anti-Trust Statement:**
    1. It is the undeviating position of the Colorado Chiropractic Association (CCA) to strictly comply with the letter and spirit of all federal, state and applicable international trade regulations and antitrust laws. Any activities of the CCA or CCA-related actions of its staff, officers, directors or



members, that violate these regulations and laws, are detrimental to the interest of the association and are unequivocally contrary to CCA bylaws or position.

2. The chiropractic profession has long suffered from illegal and anti-competitive conspiracies and boycotts against chiropractors by the medical profession. The chiropractic profession has long benefited by the vigorous enforcement of the anti-trust laws because the purpose behind our state and federal anti-trust laws is to encourage free and open competition among all competitors. It is the firm position of the CCA that all barriers to free, open and fair competition in the health care industry should be eliminated.
3. It is also the firm position of the CCA that neither the CCA nor any of its component or supra-incumbent districts will be involved in any activities that are in any way inconsistent with the spirit or intent of state and federal anti-trust laws. Consistent with this position there are certain topics that are never proper subjects for discussion and consideration at any CCA meeting including meetings of members, officers, directors or committees, whether formal or informal, of the CCA or any CCA component or supra-incumbent district.
4. While it is entirely appropriate to meet to discuss common problems and areas of interest, it must be kept in mind that all CCA members are competitors and any action taken to eliminate, restrict, or govern competition among chiropractors is a violation of the anti-trust laws. CCA members should always keep in mind that any discussion of joint or common courses of business conduct or joint and common policies as to how or what conditions upon which chiropractic services will be offered will raise a strong presumption that the anti-trust laws have been violated.
5. Among the subjects that should never be discussed at a CCA meeting, are fees charged to patients, conditions and terms for the provision of chiropractic services, allocating or sharing of patients, and refusing to deal with a particular chiropractor, insurer, or any other purchaser of chiropractic services. Agreements among chiropractors relating to any of these subjects are usually per se violations of anti-trust laws and can lead to severe criminal and civil penalties.
6. In the event that any of these improper subjects are raised at a CCA meeting, the person raising these subjects should be told to immediately stop and in the event such a person refuses to stop, the meeting should be immediately adjourned. Any incident where any improper topics were raised a CCA meeting should be immediately reported to both the CCA Executive Director and CCA legal Counsel.

iii. **Implementation:**

1. Implementation of the anti-trust compliance statement of the CCA shall include, but shall not be limited to the following:
2. CCA Membership, Board of Directors, Executive Committee and other Committee meetings shall be conducted pursuant to agendas distributed to all attendees either prior to or at the beginning of each meeting; discussion shall be limited to agenda items and appropriate new business items presented during the meeting; there shall be no substantive discussions of association matters other than at official meetings; minutes shall be distributed to attendee promptly.
3. All association activities or discussions shall be avoided which might be construed as tending to: (1) raise, lower, or stabilize prices (2) allocate markets; (3) encourage boycotts; (4) foster unfair trade practices; (5) assist in monopolization; or any way violate federal, state or applicable international trade regulations and anti-trust laws.
4. No officer, director or member of the CCA shall make any representation in public or in private, orally or in writing, which states, or appears to state, an official policy or position of the association without specific authorization to do so.



5. When appropriate, General Counsel shall attend CCA Executive Committee, Board of Directors, and Membership meetings. Attendance of Counsel at other meetings shall be at the discretion of the President or Executive Director.
- IV. Associate members, officers, directors or employees who participate in conduct which the Board of Directors, by a two-thirds majority vote, determines to be contrary to the CCA's anti-trust compliance statement shall be subject to disciplinary measures, up to and including termination.





## POLICY: GOVERNANCE

### PURPOSE: CONFIDENTIALITY AGREEMENT

DATE: AUGUST 25, 2017

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- I. CCA Board Members are expected to complete a confidentiality agreement annually. The agreement reads as below:

### **Confidentiality and Non-Disclosure Agreement**

Each member of the Colorado Chiropractic Association (hereinafter “CCA”) Board of Directors (a “Board Member”) have a duty to act in the best interests of CCA, provide their sincere efforts to the mission of CCA, and preserve the confidentiality of the internal workings of CCA. This Agreement sets forth CCA’s expectation of confidentiality and helps assure that Board matters will be handled in a confidential manner.

Effective governance requires Board consideration and deliberation of information that is nonpublic, and often sensitive or valuable. Disclosure of such “confidential” information can be damaging to the CCA, individuals or other organizations.

Accordingly, each Board Member of the CCA shall maintain the confidentiality of nonpublic information learned as a result of Board membership or through CCA related activities, including Board meetings (collectively, “CCA Confidential Information”). The CCA will designate agenda items as confidential where appropriate, and may also mark documents confidential. While non-specified discussions are usually considered disclosable, Board Members should exercise good discretion in discussing matters outside of Board meetings. The Board may go into executive session to discuss matters of a confidential nature, and during open discussions, certain topics, issues or information may be designated confidential during the meeting. The following non-exhaustive list includes examples of CCA Confidential Information:

1. Matters that relate to any member’s membership with CCA;
2. Ethics matters that relate to any member of CCA;
3. Conferences with an attorney for the Board concerning disputes involving CCA that are the subject of pending or imminent court action;
4. Matters required to be kept confidential by federal, state or local law;
5. Discussions related to specific contractual issues regarding CCA’s relationship with any third-party organization;
6. Financial planning, hiring and firing decisions, and corporate strategy, including legislative initiatives; and/or
7. Other matters or information before the Board, which are deemed confidential in nature.

Should a Board Member learn of the improper disclosure or potential improper disclosure of CCA Confidential Information in violation of this Agreement, the Board Member shall, as soon as reasonably possible, inform the Board President or Vice-President of such improper disclosure or potential improper disclosure. Upon receiving such information, the Executive Committee will investigate.



By signing this Agreement, the undersigned, a Board Member, agrees to adhere to the terms herein. In addition, the undersigned agrees not to share, acknowledge the existence of or release CCA Confidential Information, whether obtained in person, electronically or via telephonically, to any third-party, whether a member, non-member or individual of the general public, unless expressly authorized to do so by a majority vote of the Executive Committee. The undersigned further understands that he or she may not use his or her position as a Board Member for personal gain.

This agreement shall remain in effect throughout the duration of the undersigned's tenure as a Board Member and any refusal to sign this Agreement will result in the undersigned's immediate termination as a Board Member.

I, the undersigned, have read, understand and agree with this Agreement and will adhere to it at all times throughout my tenure as a Board member of the CCA.

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Print Name

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Position Held

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Signature

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Date



## POLICY: GOVERNANCE

### PURPOSE: CONFLICT OF INTEREST

DATE: AUGUST 25, 2017

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- I. No person may serve as an Officer, Member of the Board of Directors, as a member of any Standing Committee, Special Committee, or Task Force, or as an employee of the CCA who has a conflict of interest, or apparent conflicts of interest, in connection with his/her specific related area of CCA activity.
- II. In recognition of the IRS inquiry regarding the existence of a policy regarding conflicts of interest, and in support of good governance, this board-adopted a policy that covers disclosure and processing of a Conflict of Interest. As a CCA board member, member of any Standing Committee, Special Committee or Task Force and employee of the CCA you are expected to complete a conflict of interest which may be utilized by the CCA Board of Directors and CCA Legal Staff in their review of potential conflicts of interest. The agreement reads as:

### Conflict of Interest Policy

In recognition of the IRS inquiry regarding the existence of a policy regarding conflicts of interest, and in support of good governance, this Board-adopted policy covers disclosure and processing of a Conflict of Interest:

- (a) Defines conflicts of interest;
- (b) Identifies classes of individuals within the organization covered by this policy;
- (c) Facilitates disclosure of information that may help identify conflicts of interest; and,
- (d) Specifies procedures to be followed in managing conflicts of interest.

**1. Definition of conflicts.** A conflict of interest arises when an Advisor (defined below) would, directly or indirectly, experience a material economic gain or loss from a decision by the Colorado Chiropractic Association (“CCA”) on an issue, matter, or transaction identifiably different from the economic gain or loss that would be experienced by CCA’s general membership or those represented by the membership. This policy is focused upon material financial interest of, or benefit to, such persons.

**2. Individuals covered.** Persons covered by this policy are the organization’s officers, directors, chief employed executive and chief employed finance executive (collectively referred to “Advisors”).

**3. Disclosure.**



(a) Advisors have a duty to conduct themselves without conflict to the interests of the CCA. In their capacity as Advisors, they must subordinate personal, individual, business, third-party, and other interests to the welfare and best interests of CCA.

(b) A conflict of interest is a transaction or a relationship, which presents or may present a conflict between an Advisor's obligations to CCA and the Advisor's personal, business or other interests.

(c) All conflicts of interest are not necessarily prohibited or harmful to CCA. However, full disclosure of all actual and potential conflicts and a determination of the same by the CCA Board chair is required.

(d) All actual and potential conflicts of interest shall be disclosed or updated by the Advisors to the CCA Board chair on a form provided by the organization. In doing so, the Advisors shall also disclose their interests that could give rise to conflicts of interest, such as a list of family members, membership and leadership in related organizations, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members.

(e) On an annual basis, all Advisors shall be provided with a copy of this policy and be required to complete and sign an acknowledgement and disclosure form. All completed forms shall be provided to and reviewed by the CCA chair.

**4. Managing conflicts.** For each interest disclosed to the board chair, he or she will determine whether to:

(a) Take no action;

(b) Assure full disclosure to the board of directors and other individuals covered by this policy;

(c) Ask the person to recuse from participation in related discussions or decisions within the organization; or

(d) Ask the person to resign from his or her position in the organization or, if the person refuses to resign, become subject to possible removal in accordance with the organization's removal procedures. The organization's chief employed executive and chief employed finance executive will monitor proposed or ongoing transactions for conflicts of interest and disclose them to the board chair in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Position Held

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## POLICY: GOVERNANCE

## PURPOSE: WHISTLEBLOWER POLICY

DATE: AUGUST 25, 2017

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- I. The association is committed to lawful and ethical behavior in all of its activities and requires directors, volunteers, and employees to act in accordance with all applicable laws, regulations, and policies and to observe high standards of business and personal ethics in the conduct of their duties and responsibilities.

The objectives on this policy are to establish policies and procedures to:

- Prevent or detect and correct improper activities
- Encourage each director, volunteer, or employee (reporting individual) to report what he or she in good faith believes to be a material violation of law, policy, questionable accounting or auditing matter
- Ensure the receipt, documentation, retention of records, and resolution of reports received under this policy
- Protect the reporting individual from retaliatory action

### II. Reporting Responsibility

- i. Each reporting individual has an obligation to report what he or she believes is a material violation of law, policy, ay questionable accounting or auditing matter by the association, its officers, directors, employees, volunteers, agents or other representatives. Reporters must also notify the association if an action needs to be taken in order for the association to be in compliance with law, policy, or with generally accepted accounting practices. The types of concerns that should be reported include, for purposes of illustration and without being limited to, the following:
- Providing false or misleading information of the association's financial documents;
  - Providing false information to or withholding material information from the association's auditors, accountants, lawyers, directors or other representatives responsible for ensuring the association's compliance with fiscal and legal responsibilities;
  - Embezzlement, private benefit, or misappropriation of funds;
  - Material violation of association policy, including among others, confidentiality, conflict of interest, whistleblower, ethics and document retention;
  - Discrimination based on race, gender, sexual orientation, ethnicity and disability; or
  - Facilitation or concealing any of the above or similar actions

### III. Reporting Concerns

- i. *Employees*



Whenever possible, employees should seek to resolve concerns by reporting issues directly to his/her manager or to the next level of management as needed until matters are satisfactorily resolved.

If for any reason an employee is not comfortable speaking to a manager or does not believe the issue is being properly addressed, the employee may contact a member of the board.

Whenever practical, reports should be in writing.

*ii. CCA Board Members, CCA Staff & Other Volunteers*

Board members and other volunteers may submit concerns to the executive director or directly to the president. If the volunteer is not comfortable reporting to either of these individuals or if he/she does not believe the issue is being properly addressed, the volunteer may report directly to any other member of the board.

Because it is impossible to see additional information from a reporting individual about anonymous reports, it is essential that such reports contain as much specific information as possible.

**IV. Handling of Reported Violation**

- i. The association will investigate all reports filed in accordance with this policy utilizing due care and promptness. Matters reported internally without initial resolution will be investigated by the executive committee to determine if the allegations are true, whether the issue is material and what actions, if any, are necessary to correct the problem.

**V. No Retaliation**

- i. This policy is intended to encourage and enable directors, officers, volunteers, and employees to raise serious concerns within the organization for investigation and appropriate action. With this goal in mind, no director, officer, volunteer, or employee who, in good faith, reports a concern shall be threatened, discriminated against, or otherwise subject to retaliation or, in the case of an employee, adverse employment consequences as a result of such report. Moreover, a volunteer or employee who retaliates against someone who has reported a concern in good faith is subject to discipline up to and including dismissal from the volunteer position or termination of employment.

**VI. Acting in Good Faith**

- i. Anyone reporting a concern must act in good faith and have reasonable grounds for believing the matter raised is a serious violation of law or policy or a material accounting or auditing matter. The act of making allegations that prove to be unsubstantiated, and that prove to have been made maliciously, recklessly, with gross negligence, or with the foreknowledge that the allegations are false, will be viewed as a serious disciplinary offense and may result in discipline, up to and including dismissal from the volunteer position or termination of employment. Depending on the circumstances, such conduct may also give rise to other actions, including civil or criminal lawsuits.



## VII. Confidentiality

- i. Reports of concerns and investigations pertaining thereto shall be kept confidential to the extent possible. However, consistent with the need to conduct an adequate investigation, and the obligation to comply with court process, if any, the association cannot guarantee complete confidentiality. Disclosure of information relating to an investigation under this policy by staff, directors, officers, or others involved with the investigation of concern to individuals not involved in the investigation will be viewed as a serious disciplinary offense and with response to association employees, may result in discipline, up to and including termination of employment. Depending on the circumstances, such conduct may also give rise to other actions, including civil or criminal lawsuits.



## POLICY: GOVERNANCE

### PURPOSE: STANDING COMMITTEES

DATE: AUGUST 25, 2017

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- I. The specific purposes and rules governing certain of the Standing Committees shall be as follows, and additional purposes and duties may be defined and determined by the Board of Directors from time to time:
  - i. AWARDS COMMITTEE: See page 14.
  - ii. BUDGET AND FINANCE COMMITTEE: see budget policy page 52.
  - iii. BYLAWS AND INTERNAL POLICIES COMMITTEE: See page 47.
  - iv. ETHICS COMMITTEE: See code of Conduct & Ethics on page 27.
  - v. LEGISLATIVE AND PUBLIC POLICY COMMITTEE: see page 6.
  - vi. MEMBERSHIP COMMITTEE: see page 63.
  - vii. NOMINATING COMMITTEE: see Nominations Policy, page 44.
  - viii. PUBLIC RELATIONS COMMITTEE: see advertising policy, page: 77
  - ix. INSURANCE COMMITTEE: The Insurance Committee shall develop programs and make recommendations to the Board of Directors for initiatives that will improve relationships between the chiropractic profession and the insurance industry
  - x. SPECIAL COMMITTEES OR TASK FORCES: Special Committees or Task Forces not having or exercising the authority of the Board of Directors in the management of the CCA may be appointed by the President or may be designated by a resolution adopted by a majority of the Directors present at a meeting of the Board at which a quorum is present. Except as otherwise provided in such resolution, members of each such committee shall be members of the CCA or Directors. Any Special Committee or Task Force member thereof may be removed by the person or persons authorized to appoint such member whenever the best interests of the CCA shall be served by such removal. Such other Committees or Task Forces shall terminate when the purpose for which they were created is completed, unless sooner terminated by the President or the Board of Directors.





## POLICY: GOVERNANCE

### PURPOSE: GENERAL COMMITTEES POLICY

DATE: AUGUST 25, 2017

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#### I. GENERAL COMMITTEE POLICIES:

- i. Except as otherwise provided for in the CCA Bylaws, the President shall appoint the Chair. Each Standing Committee Chair may appoint members to such Committee from among the members of the CCA, all subject to ratification by the Board of Directors.
- ii. Once appointed, and except as otherwise provided for in the CCA Bylaws or elsewhere in the Policy and Procedure Manual, any Standing Committee, Special Committee or Task Force Chair or member thereof may be removed by the person or persons authorized to appoint such member, or by the two-thirds vote of the Board of Directors at any regular or special meeting of the Board of Directors, whenever the best interests of the CCA shall be served by such removal.
- iii. Except for any meeting of the Ethics Committee and the Awards Committee, all meetings of any other Standing Committee, Special Committee and Task Force shall be open to any CCA Member in good standing and to any Member of the Board of Directors.
- iv. All standing committees, Executive Committee, Special Committees, and Task Forces shall make a written report to the Board of Directors within seven (7) business days of their meeting including a summary of pertinent discussion and any motions to be put forward to the Board of Directors for consideration. It is understood the executive office will assist with releasing written reports and minutes within this 7-day requirement and further understood this requirement is waived in extenuating circumstances, including but not limited to death, technology issues, pre-scheduled travel and more.
- v. All Committees and Committee chair may expect the reasonable cooperation of and access to CCA office personnel, equipment, and materials in facilitating the work of their Committee. CCA stationery may be used by the Committee Chair or by any member of the Committee for official committee business, and any request for documents to be prepared on CCA stationery shall be directed through the CCA office to the Executive Director.
- vi. Each chair and member of a Committee or Task Force shall continue as such until the close of the next Annual Business Meeting of the CCA, or until their successor is appointed, whichever is sooner.
- vii. A vacancy of a Committee Chair or Task Force Chair may be filled by appointment by the President, subject to ratification by the Board. A vacancy in the membership of any Committee or Task Force may be filled by appointment by the Chair of such committee, subject to ratification by the Board of Directors.



- viii. Unless otherwise provided in the resolution of the Board of Directors designating a Committee or Task Force, a majority of the whole Committee or Task Force shall constitute a quorum, and the act of a majority of the members present at a meeting at which a quorum is present shall be the act of the Committee or Task Force.
  
- ix. Each Committee or Task Force may adopt rules for its own government, not inconsistent with the CCA Bylaws or with the Policy and Procedure Manual adopted by the Board of Directors.



## POLICY: GOVERNANCE

### PURPOSE: ELECTIONS

DATE: AUGUST 25, 2017

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- I. Election process
  - i. District Directors: The election will take place via electronic voting and will be open for two weeks duration prior to the Annual Business Meeting. Each eligible member will be allowed to vote once, through a secured platform. All votes must have been received by 7:00pm MST the night before the Annual Business Meeting to allow for tabulation by an appointed teller committee, with the help of CCA staff. Results of the election will be announced at the Annual Business Meeting.
  - ii. For the positions of Director at Large and Officers - Vice-President and either the Secretary (odd years) or Treasurer (even years): These three (3) positions will be elected in person at the Annual Business Meeting via written ballot. Vote by proxy is not allowed at the Annual Business Meeting.
  - iii. Active Members must have been a member of the association for at least 3 months prior to the open of voting to be eligible to vote for any position.
- II. All campaign information will be submitted to the Immediate Past President for review by the nomination committee (see below) looking for accuracy. This can be done with the assistance of the executive office to verify membership and eligibility. Once reviewed and agreed upon, the information can be e-mailed out and/or faxed by the executive office.
- III. Candidates can receive specific endorsement from members; however, cannot have endorsements from individual districts or associations.
- IV. The CCA will post on their website and make public the candidates running for executive office and directors along with a current bio, letter of intent to serve, and professional photo.
- V. Teller Committee:
  - i. Either the Secretary or Treasurer (whichever is not up for election for current year) shall chair this committee. Any person ascending towards the Presidents, including the Vice-President, President-Elect, President or Immediate Past President, are not allowed to serve on this committee. The committee will include 2 (two) other CCA members appointed by the chair, and CCA staff.
- VI. Nominating Committee:
  - i. The Nominating Committee shall be composed of 5 total CCA members. The Immediate Past President shall chair the committee. The remaining 4 members of this committee are encouraged to be general CCA members, when possible non-members of the board. The nominating committee shall be responsible for vetting the eligibility of the candidate.



- i. The Nominations Committee shall present nominations for office to the membership of the CCA. These nominations shall include at least one nominee for each of the Officer positions and at least two nominees for Director at Large to be elected at the Annual Business meeting, and at least two nominees for District Directors to be elected in each district in advance of the Annual Business Meeting.
- ii. Following the nominations from the Nominations Committee, additional nominations for those Officers and Director at Large to be elected at the Annual Business meeting may be accepted from any Active Member from the floor, subject to eligibility verification of membership qualification for by CCA staff for the position nominated.
- iii. Nominations for District Director may be made from the Active Members in good standing that live or practice in the respective district. All Board members, including Officers and Directors, must live or practice in the state of Colorado. The Nominations Committee may submit additional nominations for District Director in addition to those nominees submitted from the Active Members.
- iv. If a current member of the board, either director or officer, is submitting campaign information or a part of the nominations committee, they will recuse themselves from any discussion.



## POLICY: GOVERNANCE

### PURPOSE: EXECUTIVE SESSIONS

DATE: AUGUST 25, 2017

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- I. An executive session of the board may be called by the chair under the following circumstances:
  - i. Advice of counsel
  - ii. To discuss current pending legal matters
  - iii. To consult with auditors and compensation consultants
  - iv. To acquire or dispose of property
  - v. To discuss or act on personnel issues or
  - vi. To address such other matters as the board deems appropriate
- II. At the option of the chair, or upon majority vote of the directors, an executive session of the board may be called.
- III. While in executive session, only board members and individuals invited by the chair may be present. At the option of the chair, the executive director may be excused. Guests must understand that the board has authority to go into executive session when it is in the best interest of the organization and may be asked to leave. Board members may discuss the business conducted in an executive session only with other board members including or not including the executive director as directed by the chair, persons present in the executive session by invitation of the chair, and others upon advice of counsel. Those present will be reminded that executive session deliberations and minutes are confidential.
- IV. Whenever possible, executive sessions will be planned in advance and listed in the regular meeting agenda.
- V. If the session is an information discussion, detailed minutes may not be necessary, but the general substance of the executive session itself should be noted. If the session contributed to a board decision about a difficult or important issue, minutes may be necessary. Any confidential documents distributed for an executive session should be clearly marked as confidential and maintained by the executive director.
- VI. The regular board meeting minutes should indicate when the board went into an executive session, what the primary reason was, any formal decisions that were made in executive session, and when the board came out of executive session.
- VII. After an executive session, without the executive director, the chair should summarize the substance of the executive session.



## POLICY: GOVERNANCE

### PURPOSE: AMENDMENTS TO THE CCA BYLAWS

DATE: AUGUST 25, 2017

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- I. Amendments to the Bylaws of the CCA may be proposed by any member of the CCA (hereafter, a “Member Proposal”), subject to the following conditions:
  - a. The Member Proposal must be presented in writing to the Board of Directors no later than sixty (60) days preceding the Annual Business Meeting (or Special meeting) of the CCA at which the Member Proposal could be presented;
  - b. If timely presented to the Board of Directors, the Member Proposal shall be referred promptly to the Bylaws and Internal Policy Committee for initial consideration and approval prior to formal consideration by the Board of Directors.
  - c. The Member Proposal (in its original form, or as modified) must be approved by the Bylaws and Internal Policy Committee by an affirmative majority vote of the eligible voting members of the Bylaws and Internal Policy Committee
  - d. Once approved by the Bylaws and Internal Policy Committee, the committee-approved Member Proposal shall be reported out to the Board of Directors for formal consideration.

The forgoing procedures shall be the same for amendments proposed by a member of the CCA, by a member of the CCA Board of Directors, or by a member of the Bylaws and Internal Policy Committee.

- II. No proposed amendment to the Bylaws of the CCA, or proposed amendment thereto, shall be reported out or otherwise debated before the Board of Directors unless the same shall be reported out or made a part of a report of the Bylaws and Internal Policy Committee and submitted to the Board of Directors by the affirmative majority vote of the Bylaws and Internal Policy Committee.
- III. No proposed amendment to the Bylaws will be distributed to the members for consideration, or brought forth for a vote, unless the proposed amendment was approved by a two thirds majority of the filled positions of the Board of Directors. No subsidiary motion to amend shall be in order unless the change to the original amendment is a non-substantive revision.
- IV. The Bylaws of the CCA may only be amended, in whole or in part:
  - a. At the Annual Business meeting of the CCA, or
  - b. At a Special Meeting of the CCA for which notice of the Special Meeting specifically mentions the proposed amendment called for such purpose, and
  - c. The proposed amendments were mailed or transmitted in writing to each Active Member at least thirty (30) days preceding such Annual Business Meeting or Special Meeting. A subsidiary



motion to amend the proposed amendments to the Bylaws shall be in order at such meeting, unless such subsidiary motion constitutes a change to the Bylaws greater than that for which notice was given.

- V. Any proposed amendment to the Bylaws shall only become effective when approved by a two-thirds vote of the Active Members present at a properly called Annual Business Meeting or Special Meeting of the CCA called for such purpose.
- VI. **BYLAWS AND INTERNAL POLICIES COMMITTEE:** The Bylaws and Internal Policies Committee shall be chaired by the Vice-President and shall be charged with the conducting a regular review of the Bylaws, Policy and Procedure Manual of the CCA and shall make recommendations to the Board of Directors with respect to any amendments thereto.



## POLICY: GENERAL

### PURPOSE: AMENDMENTS OF THE POLICY AND PROCEDURE MANUAL

DATE: AUGUST 25, 2017

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- I. Amendments to the Policy and Procedure Manual of the CCA may be proposed by any member, Board of Directors or the Bylaw and Internal Policy Committee of the CCA (hereafter, a "Policy Proposal"), subject to the following conditions
  - a. The Policy Proposal shall be referred promptly to the Bylaws and Internal Policy Committee for initial consideration and approval prior to formal consideration by the Board of Directors;
  - b. The Policy Proposal (in its original form, or as modified) must be approved by the Bylaws and Internal Policy Committee with an affirmative majority vote of the eligible voting members of the Bylaws and Internal Policy committee.
  - c. Once approved by the Bylaws and Internal Policy Committee, the committee-approved version of the Policy Proposal shall be reported out to the Board of Directors for formal consideration by the Board no later than thirty (30) days preceding the Board Meeting at which the Policy Proposal will be voted on.
- II. Any proposed amendments to the Policy and Procedure Manual shall be in order at such meeting, unless such subsidiary motion constitutes a change to the Policy and Procedure Manual greater than that for which notice was given. The proposed amendments will become effective when approved by a two-thirds vote of the filled positions of the Board of Directors present at a properly called meeting.





POLICY: GOVERNANCE

PURPOSE: PARLIAMENTARY AUTHORITY

DATE: AUGUST 25, 2017

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- I. The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the CCA and its committees in all cases to which they are applicable and in which they are not inconsistent with the Articles of Incorporation, Bylaws, the Policy and Procedure Manual of the CCA, and any special rules of order that the CCA, the Board of Directors, or any committee of the CCA may adopt that are not inconsistent with the same. Should any of these Standing Rules, or any rules or policies adopted or enacted pursuant to the authority granted or described in the Articles of Incorporation and Bylaws, be in conflict with local, state, or federal law, then the portion in conflict shall be deemed inoperative and ineffective to the extent of such prohibition without invalidating any of the other provision or portions thereof.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: AUDIT AND TAXES

DATE: AUGUST 25, 2017

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#### **I. Selection of Auditors**

- i. The Treasurer along with the Budget committee will perform an annual internal audit. At the completion of the audit performed by the Budget Committee, they may make a recommendation to seek outside assistance for an external audit, with approval from the Board of Directors. If necessary, an outside, non-member firm can perform the audit.

#### **II. Tax Returns**

- i. Federal tax returns are prepared by a selected accounting firm. Copies are retained in permanent file at the EO and can be viewed upon written request within 21 days. Form 990 is viewed by all board members prior to filing and is available upon request of any member.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: BUDGET

DATE: AUGUST 25, 2017

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- I. The CCA fiscal year runs January 1 through December 31. Its annual budget is also based on its fiscal year.
- II. A budget will be prepared annually by the executive office (EO), Treasurer and Budget Committee to be proposed and approved by the Board of Directors by December 31 of the preceding year.
- III. The budget shall be reflective of the strategic planning process and organizational goals. The budget shall also be conservative in nature and be designed on program implementation. Both revenue and expenses to a specific project, event, or function shall be tied to that line item as closely as possible to the true net revenue can be determined.
- IV. The EO and treasurer shall monitor the budget throughout the fiscal year to determine actual vs. budget and appropriate decision-making.
- V. All expenditure requests exceeding \$2,500 not reflected in the annual budget as adopted by the Board of Directors shall first be submitted or referred to the Budget Committee. Any such expenditure requests should be accompanied by options to reduce expenses and/or increase revenues by a corresponding amount of the request. The Budget Committee shall review such requests and the Treasurer will submit the Budget Committee's recommendations to the Board of Directors at its next regular meeting. If the requester believes the request is a matter of great urgency, the Treasurer may confer with the President, and the President shall decide if the request is a matter of great urgency and, if so decided by the President, may be approved by the Executive Committee, subject to later ratification by the Board of Directors. If the Executive Committee takes any action without prior approval by the Board of Directors, the Members of the Board of Directors will be notified within 48 hours after funds are obligated for such expenditure. A report will be made by the President or his or her designee to the Board of Directors at the next regularly scheduled meeting of the Board of Directors where a decision will be made concerning the adjustment of funds in order to maintain a balanced budget.
- VI. Budget Committee: The Budget and Finance Committee shall be chaired by the Treasurer, and shall utilize the CCA's Executive Director, the C.P.A. and other professionals and its accountant as advisors in developing a proposed annual budget for the CCA to help manage its fiscal operations during each fiscal year.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: FINANCIAL RESERVES AND INVESTMENT

DATE: AUGUST 25, 2017

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- I. The CCA will attempt to accumulate and maintain operating reserves of at least six months of operating expenses. Any motion for expenditures from reserves, except for a motion from the Finance Committee, shall be accompanied by a workable plan for repayment, including proposed income sources and a timetable where possible. Any motion for expenditure from reserves must be approved by a two-thirds vote of the Board of Directors.
- II. FINANCIAL RESERVES AND CCA INVESTMENT:
  - i. The financial reserves, operating reserves, and other financial assets of the CCA shall be invested and managed in accordance with the following general guidelines which are designed and intended to permit the President, Treasurer and the Executive Director to maintain sufficient latitude to effectively manage the financial assets of the CCA while maximizing the return on these assets with an acceptable exposure to risk and in a manner that will satisfy the Colorado Chiropractic Association's cash management and investment objectives in accordance with the principles of prudent investment, eligible investments, diversification, maturity constraints, securities safekeeping and investment ratings described in this Rule.
  - ii. The financial assets, including the operating reserves and investment portfolio of the CCA shall be managed to maximize a return on investment, preserve capital in the overall portfolio, protect investment principal, remain sufficiently liquid to meet disbursement requirements which might be reasonably expected, identify minimum criteria acceptable for qualified custodian for safekeeping of investment assets, and limit risk in a manner describe in this policy and Rule.
  - iii. Investment Guidelines: The President, Treasurer and the Executive Director may invest in the following instruments or securities allowed by the following guidelines, or may select pooled funds managed by professional money managers, or may retain professional money managers to directly manage all or a portion of the financial assets. The Treasurer and Executive Director will review all investments under this policy on a quarterly basis:
    1. Money Market and Fixed Income Securities
    2. United States Government Treasury obligations and U.S. Government Agency Issues
    3. FDIC insured certificates of deposit (CDs). Certificate of deposit securities shall be purchased in such a manner so as not to exceed the maximum FDIC coverage available, including accrued interest at the time of maturity.
  - iv. Safekeeping (Custodian) of Assets: All securities held for investment purposes, including money market account balances, but excluding operating account balances, shall be held in an account providing either FDIC coverage or meeting the investment quality guidelines established above.



Furthermore, the investment assets must be held in an account providing the maximum SIPC (Securities Investor Protection Corporation) coverage, and should provide for the automatic sweep of any interest or dividends received into a money market type account as provided for above. The President, Treasurer and Executive Director shall be responsible for documenting the following characteristics of the custodian chosen:

1. Member SIPC.
  2. Capital adequacy and any additional fidelity/bonding coverage provided.
  3. Sweep of cash balances within the investment account.
- v. Diversification: Financial assets of the CCA shall be diversified in order to minimize the risk of loss resulting from over concentration of assets in a specific maturity, a specific issue, or a specific class of security. The President, Secretary/Treasurer and the Executive Director shall consider and employ the following:
1. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity.
  2. Maturities selected shall provide reasonable liquidity and be appropriately matched with anticipated needs for disbursement.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: CASH RECEIPTS

DATE: AUGUST 25, 2017

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#### I. Checks

- i. The executive director will open all mail addressed to the CCA or without a specific addressee. Receipt of checks or cash received in the mail or in person will be recorded by the executive director, or CCA staff, through our database and applied to the proper invoice. Prior to deposit, checks are copied. The executive director will complete the deposit slip and copy or digitally scan the deposit slip with accompanying checks. Deposits will be made within two weeks of receipt of the check. Documentation for all receipts (copy of checks, letters, etc.) will be attached to the deposit slip and filed with the other cash receipts for the month.
- ii. The treasurer will have access to the accounting software online to run and view reports only.
- iii. The executive director will be responsible for all blank checks. All checks will be signed by the executive director, treasurer or Board President. Voided checks will have "VOID" written boldly in ink on the face and have the signature portion of the check torn out. Voided checks will be kept on file.
- iv. In no event will:
  1. Invoices be paid unless approved by an authorized signer
  2. Blank checks (checks without a date or payee designation) be signed in advance
  3. Checks made out to "Cash" "Bearer" "Petty Cash", etc.
  4. Checks be prepared on verbal authorization

#### II. Credit Cards

- i. If manually received, executive office enters the transactions, including account codes, into the association's database. The daily settlements from our merchant account are entered into our accounting software and filed with the other cash receipts for the month in the office.

#### III. Cross Checking/ Process Match

- ii. Entries are cross checked by the bookkeeper each month for reconciliation. Following year-end audit/ review, records are boxed and marked for destroying/shredding in seven (7) years.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: CREDIT CARD

DATE: AUGUST 25, 2017

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- I. A business credit card account is maintained. The Executive Director (ED) has a card issued to him/her.
- II. The person who has the credit card linked to their name is not held liable for all business-related charges and expenses.
- III. Authorized use may include but is not limited to:
  - i. Expenses incurred while away from the office, such as on-site event expenses;
  - ii. Expenses associated with in-person member and non-member meetings;
  - iii. Purchases that require advanced payment; or
  - iv. Miscellaneous purchases such as when the association has not yet established credit with a vendor, for example hotel deposits, hotel rooms for travel, meals when necessary, etc.
  - v. Office supplies
  - vi. Recurring monthly recurring obligations, including but not limited to: email, Adobe software, Mail Chimp, etc.
- IV. Use of the credit card by staff requires prior authorization by the ED. Corresponding receipts are immediately returned to the ED.
- V. Monthly reconciliation will be performed by the executive office; allocating expenses to their proper general ledger account. Once all expenses are accounted for, the statements and all receipts will be entered into our accounting software.
- VI. Personal use of business credit card is strictly forbidden and continued neglect may result in termination of employment or Board position.
- VII. The statement balance of the credit card shall be paid in full each billing cycle to avoid interest.
- VIII. The rewards earned will be applied as a statement credit automatically when rewards reach \$200.
- IX. Credit cards are considered property of the CCA and required to be returned upon termination of employment or resignation or completion of their Board position. Any card will be destroyed completely upon resignation or termination from their position.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: FINANCIAL INSTITUTION SIGNATURE

DATE: AUGUST 25, 2017

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#### **I. Signature Cards**

- i. Upon election of new officers, all financial institution accounts are updated to include new authorized signatory. Authorized signers shall include the President, Immediate Past President, Executive Director, and the Treasurer.
- ii. Except as otherwise authorized by the Board of Directors upon approval of the annual budget, the Executive Director or the president may sign checks, initiate transfers, or obligate the funds of the CCA up to and including \$2,500 and recurring monthly obligations in any amount accordance with the terms of any contract approved by the Board of Directors.
- iii. The Executive Office (EO) notifies the financial institution(s) of the change in officers. Upon receipt of new signature cards from the financial institution, the EO signs where indicated as examples for the officers. All signatures will be obtained prior to the new fiscal year.
- iv. If an officer has not previously been a signer, the financial institution may require a photo ID, social security number, and date of birth. Some financial institutions may require two forms of identification. Some financial institutions may also only allow the signing of signature cards at the financial institution. If this is the case, the signers will go to the financial institution to sign the card as soon as possible.





## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: FINANCIAL POLICY

DATE: AUGUST 25, 2017

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#### I. **General Guidance**

- i. The accounting year of the CCA shall be January 1 through December 31. The cash basis of accounting will be used to recognize income and expense items.
- ii. CCA is required to complete IRS form 990 and Form 990-T for unrelated business income. The engagement for the IRS reporting is the responsibility of an independent accounting firm with oversight by the executive office (EO).
- iii. Month end financial reports will be run in the accounting software and will be sent to the Treasurer, and Executive Director. At each board meeting the executive director and Treasurer will provide a financial breakdown and statement of financial position.

#### II. **Bank Accounts**

- i. The CCA operating account will be used to deposit dues and other income, pay expenses, and transact business relating to the administration of the association. EO shall maintain the account(s).
- ii. The executive committee will approve other account relationships as the need arises, subject to ratification by the Board of Directors. The EO will do their due diligence to find the best available banks to avoid unnecessary fees associated with the account(s).

#### III. **Expenditures**

- i. EO is authorized to purchase products and services on behalf of the CCA without prior approval from the board of directors as long as the purchase is below \$2,500 or as otherwise approved in the annual budget. All purchases must directly benefit the membership and further the objectives of the organization as outlined in the mission statement.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: MONTHLY RECONCILIATIONS AND REPORTS

DATE: AUGUST 25, 2017

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#### I. **Bank Reconciliation**

- i. Bank accounts are reconciled on a quarterly basis, or prior if deemed to be necessary by the executive office.

#### II. **Reconciling Accounts**

- i. Throughout the month, the executive office enters member dues through their current merchant processor or database. At month-end, the account balances and transactions are compared and reconciled to ensure accuracy in all systems.

#### III. **Financial Reports**

- i. Financial statements are prepared bimonthly and emailed to the Treasurer. This information is to remain confidential. A statement of financial position of the association is presented at each Board of Directors meeting.



## POLICY: FINANCIAL MANAGEMENT

### PURPOSE: PAYABLES AND CASH DISBURSEMENTS

DATE: AUGUST 25, 2017

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- I. All invoices received will be immediately forwarded to the Executive Director who will review them for mathematical accuracy, validity, conformity to the budget and compliance.
- II. Invoices and expenses are reviewed by the Executive Director and are categorized into the proper general ledger account. They are then passed along to the bookkeeper to be entered into the current accounting software. Checks, as needed, are printed from the current accounting software. Prior to sending out the checks, all checks are reviewed and approved by the Executive Director and the Treasurer.
- III. Prior to payment, all invoices and checks will be authorized via email by the Treasurer. Upon approval, the Executive Director will sign the checks. Salary checks do not need pre-approval.
- IV. The bookkeeper will prepare checks twice a month to be sent out near the middle of the month (15<sup>th</sup>) and end of the month (30<sup>th</sup>).
- V. Authorized signers on the CCA bank accounts are in accordance with our signature policy on page 57.



## POLICY: MEMBERSHIP

## PURPOSE: AFFILIATES

DATE: AUGUST 25, 2017

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- I. Many organizations and companies realize the benefits and strengths in working through associations to offer goods or services. Benefit providers may include services/goods such as office supplies, payroll services, promotional items, or subscriptions, etc.
- II. The CCA has three levels of affiliate relationships:
  - Standard
  - Platinum
  - Diamond
- III. **Approval Process**
  - i. When a provider of goods or services wishes to create a relationship with the CCA, the executive office (EO) will perform a vetting process of the company to ensure its procedures match the core principals of the association.
  - ii. If the EO is confident in the company and/or the goods and services offered, then the EO will work with the company to find the right level of involvement that makes sense to that affiliate and the CCA. All affiliate partnerships are subject to ratification by the Board of Directors at the next regularly scheduled Board of Directors meeting.
- IV. At no time will the EO provide any affiliates with the emails of its membership. At certain levels of involvement, the EO may supply the affiliate with the names, clinic addresses and clinic phone numbers of its membership.
- V. The association will attempt to seek non-exclusive programs.



## POLICY: MEMBERSHIP

### PURPOSE: MEMBERSHIP DATA

DATE: AUGUST 25, 2017

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- I. It is the policy of the CCA to protect membership data in order to minimize and control solicitation / information going to members. Below are the only exceptions where member data could be distributed:
  - i. Membership data may be provided to affiliate vendors as allowed according to the Policy and Procedure manual.
  - ii. Board members or volunteers who are working on specific projects for the CCA such as fundraisers or membership drives.
  - iii. Find a Doctor website – this patient referral network shows public information about our members such as name, clinic address, and clinic phone number. Members can edit which information is shared on the website through their profile, which can be found by logging into [ColoradoChiropractic.org](http://ColoradoChiropractic.org).
  - iv. At no time with the CCA release or sell e-mail addresses or phone numbers.
  - v. A vendor may purchase a list of chiropractors, to include business addresses only, for a reasonable fee as set by the CCA office.
- II. We remain PCI compliant with our website software.
- III. We maintain an active secured SSL through our website.



## POLICY: MEMBERSHIP

### PURPOSE: MEMBERSHIP COMMITTEE, NEW MEMBER APPLICATION AND RENEWALS

DATE: AUGUST 25, 2017

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- I. **MEMBERSHIP COMMITTEE:** The Membership Committee shall review the applications for membership and make appropriate recommendations to the Board of Directors. This committee shall work to develop programs to increase membership, including giving lists of non-members to Members of the Board of Directors and District Directors for recruitment.
- II. Upon receipt of an application for membership in the CCA, the CCA staff shall approve the member and forward the new member's information to the Membership Committee for further review and recommendations. All new members are subject to ratification by the Board of Directors upon recommendations received from the Membership Committee at the next scheduled Board of Directors Meeting. Following the meeting of the Board of Directors at which the application for membership in the CCA was considered, the applicant will receive an email from CCA staff. This is outlined in the Office Manual.
- III. Any chiropractor and any other person admitted to membership in the CCA shall be of high moral character and good standing in his or her community.
- IV. **Renewal**
  - i. The CCA's membership year is one year from the date of joining. The CCA may offer four (4) renewal options (depending on membership type): annual, semi-annual, quarterly, and monthly payments. Members are also given two (2) payment options: auto-pay or invoice. The membership auto renews until the executive office (EO) receives a cancelation of membership in writing or email, or if dues payment is not received within 90 days of being due.
  - ii. Members that have provided a credit card or banking information for their monthly dues payment will be run automatically on or around the same day each month from the time the first payment was made, according to the payment plan selected.
  - iii. If payment does not process for whatever reason, the EO will reach out to the member by way of phone, mail, and/or email.
  - iv. For those members that prefer to receive an invoice for membership, they will receive said invoices from one month prior to their expiration date.
  - v. If dues are not paid within 90 days of membership expiration, the membership will have been assumed to be voluntarily terminated and membership status will be changed to inactive until dues are brought to current.
- V. **Confirmation**
  - i. A confirmation email is automatically sent after processing an individual's membership renewal.



## VI. Resignation of Membership

- i. Any member admitted to membership in the CCA may resign by filing a written resignation with the executive office. At the time of such resignation, any dues paid shall be retained by the CCA and any outstanding dues will be handled in accordance with the policies established by the Board of Directors.



## POLICY: MEMBERSHIP

### PURPOSE: MEMBERSHIP DUES, REFUNDS AND TERMINIATION

DATE: March 15, 2024

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- I. All members of the CCA shall pay the following dues in a timely manner in accordance with the Bylaws and policies enacted by the Board of Directors:
  1. Basic Level - \$33 per month. Discounts given for paying in full for annual membership, 1st year DC, 2nd year DC, and additional DCs from the same office.
  2. Select Level - \$67 per month. Discounts given for paying in full for annual membership, 1st year DC, 2nd year DC, and additional DCs from the same office.
  3. Premium Level - \$97 per month. Discounts given for paying in full for annual membership, 1st year DC, 2nd year DC, and additional DCs from the same office.
  4. Office Staff/CAs - \$99 per year
  5. Students - no charge while enrolled in school
  6. Life Members \*\*- \$75 per year. Must apply to the Board of Directors for approval. Eligible members are those who are 65 years of age or older, and have been a member of the CCA for 25 consecutive years.

\*\*At the 2021 Annual Business Meeting, a member submitted an amendment to include lifetime members as active members to maintain their membership voting rights. Motion, and second, to accept the amendment. Passed unanimously.





- I. Any change in the membership dues assessed to Active Members must be approved by a majority vote by the Active Members present and voting at the Annual Business Meeting or any special meeting of the membership. Notice of the intent to modify the membership dues of Active Members shall be provided to the Active Members no later than thirty (30) days prior to the convening of the Annual Business Meeting.
- II. Any change in the membership dues assessed to Associate Members or Auxiliary Members must be approved by a two-thirds vote of the Board of Directors at any regular or special meeting of the Board. Notice of the intent to modify the membership dues of Associate Members or Auxiliary Members shall be provided to the Associate Members or Auxiliary Members no later than thirty days prior to regular or special meeting of the Board of Directors where such change in membership dues is to be considered.
- III. In accordance with the requirements of Section 6033(e) of the Internal Revenue Code, the Board of Directors shall disclose the amount of lobbying and political expenditures to which Section 162(e)(1) applies and shall provide notice to every Member or other person paying dues to the CCA an estimate of the portion of membership dues allocable to such lobbying or political expenditures and not deductible as a business expense for income tax purposes. In the alternative, and in lieu of providing such notice at the time membership dues are assessed, the Board of Directors may pay a proxy tax on behalf of its Members as authorized by Section 6033(e) of the Internal Revenue Code.
- IV. Notwithstanding any other provision or limitation in this Article, dues of any membership category or type may be adjusted annually for inflation and cost of living adjustment based on the previous year's CPI Index by a two-thirds vote of the Board of Directors at any regular or special meeting of the Board.
- V. Special assessments may be levied against Active Members if such special assessments are approved by a two-thirds vote of the Active Members present and voting at the Annual Business Meeting of the CCA or at a Special Business Meeting of the CCA called for that purpose.



- VI. The Board may request and may accept donations and other gifts for special funds or projects, including but not limited to contributions solicited by the CCA on behalf of any separate segregated fund or related or affiliated organization organized, sponsored, supported, or maintained. Such donations and gifts shall be voluntary and do not affect membership dues or membership status.
- VII. In the event any category, type or qualification of membership shall be modified by any subsequent amendment to the CCA Bylaws or by any policy adopted by the Board of Directors, Members shall be entitled to retain the category or type of membership granted previously.
- VIII. Members receive an invoice every month until the 90-day grace period has passed. Members receive at least one phone call from the executive office during this grace period. Upon expiration of the grace period, the Member will be deemed to have forfeited membership, and the membership of such Member shall be suspended without prior notice at the following meeting of the Board of Directors. Every attempt to contact the member will be made prior to termination of membership.
- IX. To reinstate membership that has been suspended or terminated as a result of the non-payment of dues, or for any other reason, a former Member must complete a new membership application or submit a signed, written statement requesting reinstatement to the Board of Directors and must have such membership approved by the Board of Directors
- X. Specific Grounds for Suspension or Termination. Non-payment of dues shall be cause for automatic suspension of membership without prior notice at any meeting of the Board. Membership in any other state chiropractic organization which competes with and undermines the CCA in services and functions may be cause for suspension or termination of membership.
- XI. Except as otherwise provided for in the CCA Bylaws and Policy and Procedure Manual, the Board of Directors, by the affirmative vote of two-thirds of all eligible voting Directors at any properly called meeting with at least two weeks prior notice to each member of the Board and to the Member, may terminate the membership of and expel any Member admitted to the CCA for any cause, in accordance with policies and procedures established by the Board. Any Member whose membership in the CCA is subject to suspension, termination or expulsion, or his or her designated representative, shall be entitled to speak in opposition to the motion for suspension, termination or expulsion within the limits established by the Board.
- XII. Refunds of any dues or donations paid and accepted by the CCA are not allowed, except as may otherwise be approved by the affirmative vote of three-fourths of all eligible members of the Board of Directors.



## POLICY: MEMBERSHIP

### PURPOSE: WAIVER OR REDUCATION OF DUES DUE TO HARDSHIP

DATE: AUGUST 25, 2017

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- I. Notwithstanding any other provision of the CCA Bylaws and Policy and Procedure Manual, upon a showing of good cause or significant hardship and the affirmative majority vote of the Board of Directors, the Board of Directors may postpone, reduce, or waive the assessment of dues, fees, or special assessments levied any individual Member as the Board of Directors may deem appropriate for a period not to exceed one year.
- II. Each application will be reviewed on a case by case basis, in confidence, by the Membership committee who will then make recommendations to the Board of Directors at their next regularly scheduled meeting.



## POLICY: MEMBERSHIP

### PURPOSE: DISCIPLINARY ACTION AGAINST MEMBERS

DATE: AUGUST 25, 2017

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- I. Any Member, Director or Officer of the Association may request that disciplinary action be taken against any other Member, Director or Officer. Any request for disciplinary action shall be submitted to the Board of Directors in writing and shall clearly and accurately state the facts and the circumstances and provide the basis for the request for disciplinary action.
- II. The Board of Directors shall establish the procedures for notice, investigation, hearing and appeal process relating to any disciplinary action. Disciplinary actions the Board of Directors is authorized to impose are limited to the following: reprimand, censure, fine, suspension, or expulsion from membership in the organization.
- III. With at least two weeks prior notice to each member of the Board and to the Member, the Board of Directors, by the affirmative vote of two-thirds of all eligible voting Directors at any properly called meeting may discipline, censure or sanction any Member, Director or Officer for cause, and may impose any other discipline or restrictions on the rights and privileges of membership, as the Board of Directors may deem appropriate. Any Member, Director or Officer subject to discipline or sanction, or his or her designated representative, shall be entitled to speak in opposition to the motion for discipline or sanction within the limits established by the Board.
- IV. When a complaint is generated against a member, director or officer of the CCA, the complaint should be read at a board meeting. The Board of Directors can discuss the merits of the complaint and determine whether further activity is necessary. If so, the complaint should be referred to the ethics committee for investigation.
- V. A formal ethics complaint should include:
  1. The name, address and other contact information of the individual filing the complaint.
  2. Details of the nature of the complaint identifying what aspect of the CCA Bylaws or Code of Ethics have been violated. This information should identify all parties that are believed to be involved – both those making the complaint and those being accused of the inappropriate action. The complaint should include dates and times and the rationale for the formation of the complaint.
  3. The complaint should include the individual or entity that will be adversely affected by the behavior of the individual or group that has been accused of the inappropriate behavior.
  4. The complaint should also outline how the information was discovered and developed prior to generating a formal complaint.
  5. The individual or group filing the complaint may also recommend appropriate action to be considered by ethics committee.



Investigation of an ethics complaint should include:

1. Formation of an ethics committee resulting in an odd number in the event that a vote needs to be taken.
2. Gathering all relevant information and clarifying the nature of the complaint from the individual or group filing the complaint.
3. Interviewing, directly or electronically, all persons or parties directly involved in the formation of the complaint, and those accused of the inappropriate behavior.
4. Discussion of all relevant information by ethics committee members, and generating a succinct report to the CCA Board of Directors, including any recommended action.



POLICY: MEMBERSHIP

PURPOSE: MEMBER EMAILS

DATE: AUGUST 25, 2017

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The CCA does not sell or release emails to any one party for any reason unless under certain circumstances and approved by the majority of the Board of Directors.



## POLICY: CONTINUING EDUCATION

### PURPOSE: ANNUAL CONVENTION – EXHIBITORS, SPONSORSHIP & REFUND POLICY

DATE: AUGUST 25, 2017

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#### I. Solicitation

- i. The executive office (EO) shall review last year's invitation to exhibit and make necessary revisions such as dates, location, etc. The EO shall coordinate pricing structure through review of annual budget. Invitation to exhibit is sent to all prospective vendors at least two times before the event.
- ii. Sponsorship opportunities for the annual convention and other association events are conveyed to all affiliate members and prospective vendors when deemed appropriate; through direct mailings, email, and/or faxes. Sponsorships are based on a first-come, first-served basis and will remain non-exclusive.

#### II. Services & Set Up

- i. The EO will select a service contractor to provide piping, draping, signage, etc. as determined by the EO. Exhibitors requiring additional services, such as electricity, audio-visual, shipping, etc., are instructed to work directly with the selected providers. Exhibitors will be able to select their booth number based on a first-come, first-served basis. Exhibitor specifications can change as needed and based on availability.

#### III. Procedures

- i. Upon receipt of an application to exhibit and payment information, the information is entered into the database. Then, a confirmation is sent to the exhibitor representative. The confirmation includes:
  - Verification of receipt of application and payment
  - Confirmation of booth number
  - Any additional service information needed
- ii. A follow-up confirmation is sent several weeks prior to the annual convention, which includes:
  - Booth confirmation
  - Event hours and location
  - Registration procedures
  - Any additional information needed
- iii. Upon receipt and processing of an application for sponsorship, a confirmation is sent to the sponsor representative. The confirmation will include information regarding level of sponsorship, outlined recognition efforts and request any further material required. The company shall be required to send pertinent materials to the EO no less than five (5) weeks prior to the event.



- iv. The level of exposure at events shall be based on the level of selected sponsorship as outlined in the sponsor agreement. If deemed appropriate, the placement of sponsor names shall be arranged in alphabetical order in materials available to all attendees.

#### IV. **Onsite**

- i. Sponsorship may include high visibility display area and recognition in sessions, breaks, and handout materials. Speaking time is available for the sponsor if it was included in the sponsor agreement.

#### V. **Refund Policy**

- i. At the time of registration, exhibitors must sign that they agree with the terms of the CCA's refund policy, which states:
  - Refunds, less a 20% handling fee, will be granted if cancellation is made 60 days prior to the convention date.
  - Refunds requested fewer than 60 days but greater than 30 days prior to the event may be credited to another exhibiting or advertising opportunity.
  - Absolutely no refunds or credits if cancellation is made less than 30 days before the event.





## POLICY: CONTINUING EDUCATION

### PURPOSE: CONVENTION & EDUCATION COMMITTEE

DATE: AUGUST 25, 2017

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- I. The Convention and Education Committee shall plan the Association's Annual Convention and all continuing education seminars. The Convention and Education Committee Chairperson shall present a Seminar Report on behalf of the Committee to the Board of Directors at least one month before the Board of Directors takes action to approve the annual budget. The report will include, at a minimum, the anticipated financial impact on the budget of each seminar or series of seminars.
- II. The educational programs of the CCA shall promote the philosophy, science, and art of chiropractic, and shall include subjects recommended by the Convention and Education Committee and determined by the Board of Directors.
- III. The educational programs shall be cost-effective unless the expense is recommended by the Convention and Education Committee and determined by the Board of Directors to be justifiable.
  - i. It shall be the responsibility of the Executive Director and CCA staff to coordinate all efforts for the Annual Convention, and to attempt to avoid scheduling conflicts with existing CCA sponsored or co-sponsored seminars.
  - ii. Site selection for the Annual Convention shall be made a minimum of one (1) year in advance, allowing the CCA to promote next year's location at the current year's convention.
  - iii. Convention and Seminar Fees shall be set by CCA's Continuing Education Committee to be ratified by the Board of Directors. Fees for twelve-hour weekend seminars shall be set at a fair market rate, and non-members shall pay at least \$100 more than CCA members, as determined by the Executive Office or Education Committee, if necessary.
  - iv. Membership dues must be current at the time of registration for any member to receive the CCA member rate to attend the Annual Convention or any seminar.
  - v. Refunds for any fees paid shall be made only if cancellation is received prior to seven (7) days before the seminar or convention. In the event of cancellation less than seven (7) days before the seminar or convention, monies will be applied to a future seminar, to be taken within one year.
  - vi. Members of the Board of Directors whose dues are current will be permitted to attend the Annual Convention for the discounted registration cost of 50% of the cost at the time of registration, and shall receive such corresponding CE credit as they may be entitled. Board members must pay for banquets. Members of the Board of Directors must also pay for any materials associated with any seminar. This privilege is not transferrable, has no cash value, and cannot be accumulated from year to year.



- vii. Past Presidents whose dues are current will be permitted to attend the Annual Convention for the discounted registration cost of 50% of the cost at the time of registration, and shall receive such corresponding CE credit as they may be entitled. Past Presidents must pay the full registration fee associated with any banquets and the cost for any materials associated with any seminar. This privilege is not transferrable, has no cash value, and cannot be accumulated from year to year.
- viii. All CCA members attending any educational seminar shall assume the responsibility for abiding by the current method of recording convention attendance for CE credit. Necessary documentation for CE hours will be provided by the seminar organizer so doctors in attendance will be able to maintain their own CE files in the event that they are audited.
- ix. Honorariums for speakers or presenters at the Annual Convention or at any seminars shall not exceed \$250 per hour, unless authorized by the affirmative vote of the Board of Directors. A speaker or presenter may invite his or her spouse and two (2) guests to attend his or her portion of the presentation without charge.
- x. Procedure for approval of Education
  1. Prospective speakers looking to provide education with the CCA must submit materials to the executive office along with the continuing education application. If requested event is a co-sponsored event to a pre-determined date, materials must be received no later than 60 days prior to the anticipated event.
  2. Materials requested include, but are not limited to, a short synopsis of the course, short bio and CV of the instructor, head shot of the instructor, honorarium requirements of the speaker, potential sponsor, whether CCA will provide continuing education, total anticipated costs and the completed Continuing Education Application.
  3. The executive office will send all materials to the Education and Convention Committee electronically on the first of odd months. If materials are not received in a timely manner, they will be sent to the committee at the next regularly scheduled month.
  4. The Education and Convention Committee will have one week to review all courses submitted.
  5. A vote will be taken of all committee members either via meeting or telecommunication to approve the course or deny the course and must meet a majority to approve. The committee will then submit their recommendation to the Board of Directors for final approval at their next scheduled board meeting or via electronic voting, if necessary.
  6. All events are subject to ratification by the Board of Directors.
  7. If approved, the executive office will move forward with contracts, marketing for event or co-sponsor events.



## POLICY: CONTINUING EDUCATION

### PURPOSE: CO-SPONSORSHIPS

DATE: AUGUST 25, 2017

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- I. Other conventions and seminars for post-graduate education or certifications will be endorsed and co-sponsored by the CCA only when done in cooperation with the Convention and Education Committee and when deemed not to be in conflict with other CCA functions. The endorsement and/or co-sponsorship of any such seminars should be handled through the CCA office so that proper promotional, scheduling, marketing, communications, and arrangements may be centralized. All site arrangements, registrations, certification of attendance, and the like should be handled by the seminar organizer unless otherwise specifically agreed to by the CCA Convention and Education Committee. In determining the terms and conditions under which the CCA may choose to endorse or co-sponsor any convention, seminar, educational program or CE, or consider granting sponsorship or vendor access, the CCA and Convention and Education Committee may consider and agree on co-sponsorship terms such as:
  - i. The CCA may include an advertisement in the *eUpdate* at no charge, provided that the CCA receives artwork with sufficient lead time.
  - ii. The CCA may include a listing in the "FYI" section of the *eUpdate* for the seminar at no charge.
  - iii. The CCA's name and/or logo should appear on all promotional materials.
  - iv. A fee of at \$50 per attendee fee should be remitted to the CCA within 30 days after the seminar.
  - v. The decision regarding whether a particular seminar shall be co-sponsored rests with the CCA Convention and Education Committee or with the Board of Directors.
- II. Use of the CCA seminar room during regular business hours by any CCA member or for any seminar or educational program for \$50/head or \$250 for up to 4 hours or \$500 for up to 8 hours, whichever is greater, depending on availability. Use of the CCA seminar room outside of regular business hours or by any person may be denied, or may be subject to additional fees or charges as the Executive Director or Board of Directors may specify or determine.
- III. Courses that are being sought to be co-sponsored with the CCA must be submitted no later than 60 days prior to the seminar in question. Once all materials are received, the executive office will send to the Convention and Education committee for review in compliance with the approval process as outlined on page 74. Only upon approval from the Board of Directors will the executive office move forward with advertising.
- IV. From time to time the CCA is contacted to promote seminars in the state of Colorado. This does happen on a limited basis. Because of the amount of events the CCA puts on itself, this can only happen on a limited basis.



## POLICY: PUBLICATIONS

## PURPOSE: ADVERTISING AND PUBLIC RELATIONS

DATE: AUGUST 25, 2017

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### Advertising

- I. Materials for purchased emails and full-page ads in the *eUpdate*, to be sent out by the CCA, are to be received no less than two (2) weeks prior to the date intended to be sent. The materials are reviewed by CCA staff. At the discretion of the staff, if necessary, the materials may be sent to the executive committee for review and final approval.
- II. CCA emails take priority over paid advertisements and should not conflict.
- III. The CCA reserves the right to add a disclaimer for paid advertisements.
- IV. PUBLIC RELATIONS COMMITTEE: The Public Relations Committee shall develop short-range programs that improve the public image of the chiropractic profession. In order to increase the effectiveness, exposure and outreach opportunities of the Speakers Network, and to ensure a uniformly high quality of CCA speakers, that the administration and function of the Speakers Network fall under the auspices of the Public Relations Committee.



## POLICY: PUBLICATIONS

### PURPOSE: EUPDATE

DATE: AUGUST 25, 2017

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- I. The CCA publishes a virtual full color magazine called the “*eUpdate*.” The magazine is published 10 times a year. No *eUpdate* is published during the Convention month and November and December are combined to a holiday edition.
- II. The magazine is created and edited by the executive office.
- III. Issues are sent to members and non-members.
- IV. Board members are encouraged to write articles for the *eUpdate*.
- V. Club CCA members are allowed to submit educational articles to the publication.
- VI. Advertising in the *eUpdate* can be purchased on an individual basis within the appropriate time frame in compliance with our advertising policy or included with a Club CCA membership. All articles and advertisements are subject to final approval of the executive office and/or appropriate committee.