

EMERGENCY SUCCESSION PLAN

Family Centered Services, Inc.

Procedure for the Appointment of an Acting Executive Director in the Event of an Unplanned Absence of the Executive Director

1. The Board of Directors of Family Centered Services, Inc. has assembled this Emergency Succession Plan in order to protect the organization's capacity to perform key functions, sustain important relationships, and fulfill its commitments during a leadership disruption or transition.
2. Among the duties listed in the position description, the following are the key functions of the Executive Director to be covered by an acting director:
 - A. Maintain contact with Board of Directors, staff and key volunteers.
 - B. Ensure the effective operation and delivery of programs and services within the agency and community.
 - C. Provide guidance to staff and volunteers performing resource development functions.
 - D. Serve as agency representative with state and local organizations and funders.
 - E. Present agency information to news media.
 - F. Prepare requested reports for funding sources.

The full Executive Director's job description is located in a 3-ring binder labeled "Administrative Duties and Responsibilities" in the Executive Director's office.

3. SHORT-TERM Succession plan in event of a temporary, unplanned absence.

a. Definition

- A *temporary* absence is one in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved.
- An *unplanned* absence is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A short-term absence is 60 days or less.

b. Who will appoint the Acting Executive Director

- The Executive Committee of the Board of Directors will implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.
- In the event of an unplanned absence of the Executive Director, the Administrative Team shall immediately inform the President of the Board of Directors of the absence.
- As soon as is feasible, the Board President shall convene a meeting of the Executive Committee or of the full board to affirm the procedures prescribed in this plan or to make modifications the Board deems appropriate.

c. Standing appointee to the position of Acting Executive Director

- The Standing appointee to the position of Acting Executive Director is *Lisa Antrim*.

d. Back-up for the position of Acting Executive Director

- Should the standing appointee, noted in (c.) above, be unable to serve as Acting Executive Director, the back-up appointee will be *Jen Simpson*.
- In the event the standing appointee, noted in (c.) above, is new to the position and inexperienced with Family Centered Services, Inc. the Board of Directors may decide to appoint one of the back-up appointees to the acting executive position. The Board of Directors may also consider the option of splitting executive duties among the designated appointees.

e. Cross-training plan for appointees

- The Executive Director shall use the Administrative Team meetings to continue training the three potential appointees in each of the priority functions of the Executive Director which are listed above (section 2). The accountant shall have the responsibility of handling the logistics of the plan's implementation.

f. Authority and restrictions of the appointee

- The person appointed as Acting Executive Director shall have the same and full authority for decision-making and independent action as the regular Executive Director and is expected to work closely and communicate openly with the Board President and the Administrative Team.

g. Compensation

- The Acting Executive Director shall receive a temporary salary increase to 10% above his/her current salary.

h. Board committee responsible for oversight and support to the Acting Executive Director

- As with the Executive Director, the Board President will have responsibility for monitoring the work of the Acting Executive Director. The entire board will also be alert to the special support needs of the new executive in this temporary leadership role.

i. Communications plan

- As soon as possible after the Acting Executive Director has begun covering an unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the following key supporters of Family Centered Services, Inc.
- Government contract officers including contract management people for the Healthy Families Program, Family Preservation Program and Youth Service Bureau Programs.
- Local funders including the United Way and the Community Foundation.
- Indiana Youth Services Association
- The local media

4. LONG-TERM Succession plan in event of a temporary, unplanned absence.

a. Definition

- A long term absence is one that is expected to last from 60 to 120 days.

b. Procedures

- The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:

- The Board of Directors will give immediate consideration, in consultation with the Acting Executive Director, to temporarily back-filling the management position left vacant by the Acting Executive Director. This is because it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions for more than 60 days. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

5. Succession plan in event of a PERMANENT unplanned absence.

a. Definition

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

b. Procedures

- The procedures and conditions shall be the same as for a long-term temporary absence with the following additions:

- The Board of Directors shall appoint a Transition and Search Committee
- The Transition and Search Committee, in consultation with staff and board leadership, shall establish a transition plan, including the potential hire of an interim executive director and/or a transition consultant.
- Following appropriate preparation, as defined by the committee, the Transition and Search Committee will launch the search for a new permanent executive director.
- The Transition and Search Committee will recommend a minimum of two and maximum of four finalists to be interviewed by the board.

6. Approvals and maintenance of record

a. Succession plan approval

This succession plan will be reviewed by the Board of Directors for its vote and approval.

b. Review

This document shall be reviewed annually by the Board of Directors.

c. Signatories

The Board President, the Executive Director and the appointees listed in 3 c and 3 d shall sign this plan

d. Maintenance of record

Copies of this plan shall be maintained by the Board President and the Executive Director. The document will be located in the Administrative Duties and Responsibilities 3-ring binder.

Approved by Family Centered Services Board of Directors:

February 27th, 2014

Signatures:

FCS Board President

FCS Executive Director

Lisa Antrim

Jen Simpson