



## Draft Succession Plan

### **Policy:**

Continuity of leadership is essential to the success of OCH. This plan was developed for contingencies if, for any reasons, the Executive Director is unable to carry out the functions of their role. If OCH is faced with the unlikely event of an untimely vacancy, these succession plans will facilitate the transition to both interim and longer-term leadership.

### **Purpose:**

The purpose of this policy is to ensure that there is continuity in the coverage of the Executive Director's duties in the event of the disability, death, departure, or any other circumstance in which the OCH Board of Directors determines that the Executive Director is unable to carry out their duties.

### **Procedures:**

#### **I. Succession Plan in Event of a Temporary, Unplanned Absence – Short-Term**

##### **A. Definition, Authorization and Identification of Succession Leadership**

A temporary absence is one of less than three months 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. The Board of Directors authorizes the Executive Committee of OCH to 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 Chief Advancement Officer (CAO) is to immediately inform the Board President of the absence. As soon as it is feasible, the President should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

At the time that this plan was approved, the position of Acting Executive Director would be:

1. Director of Administration

Should the standing appointee to the position of Acting Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be:

2. President of the Board of Directors
3. Treasurer of the Board of Directors

If this Acting Executive Director is new to his/her position and fairly inexperienced with this organization (less than 18 months), the Executive Committee may decide to appoint one of the back-up appointees to the acting executive position. The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

**B. Authority and Compensation of the Acting Executive Director**

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director. The Acting Executive Director may be offered a temporary salary increase to at least the entry-level salary of the Executive Director position.

**C. Board Oversight**

The Board Executive Committee shall be responsible for monitoring the work of the Acting Executive Director. The Board Executive Committee will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

**D. Communications Plan**

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board President will enact the following communication plan.

1. Board President notifies the Director of Administration, who will become the Acting Executive Director.
  - a. The Acting Executive Director notifies the Executive Leadership Team.
  - b. The Acting Executive Director notifies OCH staff and the Washington State Health Care Authority.
  - c. Staff may notify advocates and clients as appropriate.
  - d. Acting Executive Director notifies banks, vendors, funders, and any other interested parties as appropriate.

2. If appropriate, the Board Secretary notifies political partners, including the Chair of the County Commissioners, County Administrator, State Senators, State Representatives and Congressional Representatives of the Olympic region.

**E. Completion of Short-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead OCH should be determined by the Executive Director and the Board President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board President, with the intention of working his/her way back up to a full-time commitment.

## **II. Succession Plan in Event of a Temporary, Unplanned Absence – Long-Term**

### **A. Definition**

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

1. The Board Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

### **B. Completion of Long-Term Emergency Succession Period**

The decision about when the absent Executive Director returns to lead OCH should be determined by the Executive Director and the Board President. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board President, with the intention of working up to a full-time commitment.

## **III. Succession Plan in Event of a Permanent Change in Executive Director**

### **A. Definition and transition process**

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

1. The Board of Directors will appoint a Transition and Search Committee within 14 calendar days to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

## Information and Contact Inventory for OCH

### 1. Electronic Files

- a. **Passwords:** Passwords are stored on a KeePass password manager. Most passwords for OCH accounts are accessible by the Director of Administration. The password to the Executive Directors personal KeePass account will be stored in a sealed envelope and locked cabinet in the office of the Director of Administration and with the Secretary of the Board of Directors.
- b. **Electronic Files:** Most files of a sensitive nature are stored in electronic format accessible by the Director of Administration. **[FILE STORAGE PROGRAM TBD]**

### 2. Physical Files.

The following hard copies of OCH documents are stored in the office of the Director of Administration in a locked filing cabinet. Keys to the cabinet are held by the Executive Director and the Director of Administration.

- a. Nonprofit Status
  - i. IRS Determination Letter
  - ii. IRS Form 1023
  - iii. Bylaws
  - iv. Articles of Incorporation
- b. Financial Statements
- c. Human Resources Information
  - i. Employee files
  - ii. I-9 Employment Eligibility Verification
  - iii. Employee Medical Benefits (including online portal information with Simon 365)
- d. Office Lease
- e. General Liability, Commercial, and Umbrella Insurance Policies
- f. Directors & Officers Liability

### 3. Auditors

Name: Dingus, Zarecor & Associates

Representative: Tom Dingus

Phone: 509.242.0874

Email: [tdingus@dzacpa.com](mailto:tdingus@dzacpa.com)

### 4. Banks

Name: First Federal

Representative: Tabitha Miller

Phone: 360.344.4915

Fax: 360.385.6201

Email: [Tabitha.Miller@ourfirstfed.com](mailto:Tabitha.Miller@ourfirstfed.com)

### 5. Check Signers:

The following personnel are authorized check signers of the OCH.

- a. Roy Walker
- b. Hilary Whittington
- c. Jennifer Kreidler-Moss

- d. Margaret Hilliard
  - e. JooRi Jun
6. **Contracted Financial Services:** OCH contracts with Gooding, O’Hara and Mackey CPA Services for payroll, and financial services. Blank checks are held at their offices in Port Townsend.
- Name: Nathanael O’Hara  
Phone: 360.385.1040  
Email: [nathanael@pttaxcpa.com](mailto:nathanael@pttaxcpa.com)
7. **Legal Counsel**
- Name: Heather Erb  
Phone: 360.220.1519  
Fax: 360.205.2129  
Email: [heather@erblawfirm.com](mailto:heather@erblawfirm.com)

Date of Completion for Information and Contact Inventory:

Name of Person Completing Document: Margaret Hilliard

*This Emergency Succession Plan and the supporting documents should be reviewed and updated annually.*

Signatures of Approval

\_\_\_\_\_

Board President

\_\_\_\_\_

Date

\_\_\_\_\_

Executive Director

\_\_\_\_\_

Date

\_\_\_\_\_

Director of Administration

\_\_\_\_\_

Date

\_\_\_\_\_

Board Treasurer

\_\_\_\_\_

Date