



Early Learning Coalition of Manatee County

Emergency Succession Plan

Purpose

The purpose of this plan is to ensure that the organization’s leadership has adequate information and a strategy to effectively manage the Coalition in the event the Chief Executive Officer is unable to fulfill his duties.

Scope

This document outlines a leadership development and emergency succession plan for the Early Learning Coalition of Manatee County, Inc. This plan reflects the Coalition’s commitment to sustaining a healthy functioning organization.

Plan Implementation

The Board of Directors authorizes the Board Chair to implement the terms of this emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Chief Executive Officer to inform the Board of Directors of a planned temporary or short-term absence and to plan accordingly.
- It is the responsibility of the Chief Executive Officer or his designee to immediately inform the Board Chair of an unplanned temporary or short-term absence.
- As soon as feasible, following notification of an unplanned temporary or short-term absence, the Board Chair shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

Priority Functions of the Chief Executive Officer

The full Chief Executive Officer position description is attached to this plan. Among the duties listed in the position description, the following are the key functions of the Chief Executive Officer and have a corresponding temporary staffing strategy.

Key Chief Executive Officer Duties	Temporary Staffing Strategy
Leadership and Vision	Board Chair with Leadership Transition Committee
Board Administration and Support	Chief Operations Officer and Board Liasion
Financial Management	Treasurer with Chief Financial Officer
Human Resource Management	Director of Human Resources and Chief Operations Officer
External Relations	Board Chair and Chief Operations Officer
Spokesperson	Board Chair or his/her Designee

The positions assigned in the Temporary Staffing Strategy are based on the Coalition’s organization chart. In the event this plan is implemented and assigned positions are vacant or no longer available, the Board Chair shall select other senior staff to support each of the key Chief Executive Officer functions.



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Succession Plan in the Event of a Temporary, Planned, or Unplanned Absence - Short-Term

a. Definitions

Temporary Absence- A temporary absence is one in which it is expected that the Chief Executive Officer will return once the events precipitating the absence are resolved.

Unplanned Absence-An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as a vacation or a sabbatical. A temporary absence is 6-12 weeks.

b. Temporary Staffing Strategy

- For temporary planned or unplanned absences of 6-12 weeks, the Temporary Staffing Strategy described above may become effective.
- In the event of a temporary short-term planned or unplanned absence, the Executive Committee shall determine if the Temporary Staffing Strategy is sufficient for this period of time.

c. Appointing an Acting Chief Executive Officer

Based on the anticipated duration of the absence, the anticipated return date, and accessibility of the current Chief Executive Officer, the Executive Committee may appoint an Acting Chief Executive Officer, as well as continue to implement the Temporary Staffing Strategy.

d. Standing Appointees to the Position of Acting Chief Executive Officer

- The first position in line to be Acting Chief Executive Officer is the current Chief Operations Officer.
- The second position in line is a previous Board Chair or current Board Member.
- The third position in line is Director level staff.
- In the event the available staff is new to the position or inexperienced with the Coalition, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointees.

e. Cross-Training Plan

The Chief Executive Officer shall exercise their best efforts to train staff for each of the key functions of the Chief Executive Officer listed in Section 3 and make sure procedures are in place.

g. Board Oversight and Support to the Acting Chief Executive Officer

- The Acting Chief Executive Officer reports to the Board Chair.
- The Executive Committee shall be alert to the special support needs of the Acting Chief Executive Officer in this temporary role. The Executive Committee shall convene monthly when an Acting Chief Executive Officer is appointed.

h. Communications Plan

- The Executive Committee will determine what public messages will be shared, when, and with whom, as well as develop a plan for keeping the full Board apprised of the interim activities.



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The following chart identifies key supporters and primary contact to facilitate communication.

- As soon as possible, the Board Chair and Acting Chief Executive Officer, and Executive Committee shall implement the communications plan to announce the organization's temporary leadership structure to staff, the Board of Directors, and key stakeholders.

Key Coalition Stakeholders	Communication Responsibility
Florida Division of Early Learning	Board Chair
Manatee County Government Children Services	Board Chair
Banking Institute	Chief Financial Officer
Operating Support (based on need)	Auditor-Finance/Administration Insurance Agent-Finance/Administration

Succession Plan in the Event of a Temporary, Unplanned Absence - Long-Term

- Definition
Long Term Absence - A long-term absence is 90 days or more.
- Procedures
 - Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following addition:
 - The Executive Committee shall give immediate consideration, in consultation with the Acting Chief Executive Officer, to temporarily filling the management position left vacant by the Chief Executive Officer, or reassigning priority responsibilities where help is needed to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Acting Chief Executive Officer to carry the duties of both positions.
 - The Board Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Acting Chief Executive Officer. A review shall be completed between 30 and 45 days.

Succession Plan in the Event of a Permanent Unplanned Absence

- Definition
Permanent-Absence- A permanent absence is one in which it is firmly determined that the Chief Executive Officer will not be returning to the position.
- Procedures
 - Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following possible additions:
 - The Board of Directors shall consider the need to hire an Interim Chief Executive Officer from outside the organization instead of appointing an Interim Chief Executive Officer from within. This decision shall be guided, in part, by internal candidates for the Chief Executive Officer position, the expected time frame for



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- hiring a permanent executive, and the management needs of the organization at the time of the transition.
- The Board of Directors shall appoint a Leadership Transition Committee to implement the organization's Executive Succession Policy to transition to a new permanent Chief Executive Officer.
- c. Hiring an Interim Chief Executive Officer
- If an Interim Chief Executive Officer is hired, the Board Chair and Executive Committee shall negotiate an independent contractor agreement with a defined scope of work.
 - The scope of the agreement with an Interim Chief Executive Officer shall be determined based on an assessment of the organization's needs at the time of the leadership transition.
- d. Responsibilities of the Interim Chief Executive Officer
- An Interim Chief Executive Officer shall have full authority for day-to-day decision-making and independent action as did the regular Chief Executive Officer.
 - Decisions that shall be made in consultation with the Board Chair and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking policy positions on behalf of the organization.
- e. Board Oversight and Support to the Interim Chief Executive Officer
- The Interim Chief Executive Officer reports to the Board Chair.
 - The Executive Committee shall be alert to the special support needs of the Interim Chief Executive Officer in this temporary role. The Executive Committee shall convene monthly with the Interim Chief Executive Officer.
 - The Board Chair and Executive Committee will consult with staff and the Interim Chief Executive Officer to assure a smooth transition within 2 months and at least quarterly thereafter.

Approvals and Maintenance of Records

- a. Emergency Succession Plan Approval
- This emergency succession plan shall be approved initially by the Board of Directors.
 - The Executive Committee shall review the plan and recommend amendments to the full Board as needed.
- b. Maintenance of record
- Copies of this plan shall be maintained by all members of the Board of Directors, Director level staff, and the organization's auditor.
- c. Financial Considerations
- It shall continue to be the responsibility of the Finance Committee to review the organization's finances during an unplanned absence of the Chief Executive Officer.