

SORED I Emergency Succession Plan

1. RATIONALE

The executive director's position is a central element in the organization's success. Therefore, ensuring that the functions of the Executive Director are well understood and even shared among senior staff and volunteer leaders is important for safeguarding the organization against unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition when it is predictable and planned.

This document outlines a leadership development and emergency succession plan for the Southern Oregon Regional Economic Development, Inc. (SORED I) organization. This plan reflects SORED I's Executive Succession Policy and its commitment to sustaining a healthy functioning organization. The purpose of this plan is to ensure that the organization's leadership has adequate information and a strategy to effectively manage SORED I and its affiliate organizations in the event the executive director is unable to fulfill his/her duties.

2. PLAN IMPLEMENTATION

The Board of Directors authorizes the Board President or members of the Executive Committee 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 Executive Director to inform the Board of Directors of a planned temporary or short-term absence, and to plan accordingly.
- As soon as feasible, following notification of an unplanned temporary or short-term absence, the Board President shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

3. PRIORITY FUNCTIONS OF THE EXECUTIVE DIRECTOR AT SORED I

The full Executive Director job description will be referred to in executing this plan. Among the duties listed in the position description, the following are the key functions of the Executive Director and have a corresponding temporary staffing strategy (see Section #4 for further guidance about temporary staffing).

Key Executive Director Functions Temporary Staffing Strategy

Function	Ownership
Leadership and Vision: Board Meetings	Board President
Board Meeting Administration & Support	SORED I Communications & Bus Support Mgr
Revolving Loan Program Administration	SORED I Business Development Loan Manager
Financial Management	SORED I Operations Manager and Accounting Firm
Grant Preparation and Administration	SORED I Operations Manager
Community and Public Relations	Board President or designee
SORED I Spokesperson	Board President or designee
Membership Administrative Support	SORED I Communications & Bus Support Mgr
Membership Outreach	All SORED I Staff

The positions assigned in the Temporary Staffing Strategy are based on SORED I's organization structure as of April 2023. In the event this plan is implemented and assigned positions are vacant or no longer available, the Board President shall select other staff to support each of the key executive director's functions.

4. SUCCESSION PLAN IN THE EVENT OF A TEMPORARY, PLANNED OR UNPLANNED ABSENCE – SHORT TERM

a. Definitions

- A temporary absence is one for which it is expected that the Executive Director will return once the events precipitating the absence are resolved.

- An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as vacation or a sabbatical.
- A temporary absence is 30 days or less.
- A temporary short-term absence is between 30 and 90 days.

b. Temporary Staffing Strategy

- For temporary planned or unplanned absences of 30 or fewer days, 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 Executive Director

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

d. Standing Appointees to the Position of Acting Executive Director

- The first position in line to be Acting Executive Director is the current Board President. If the current Board President accepts the position, he/she will take temporary leave from the Board of Directors.
- The second position in line is a previous Board President or current Board Member.
- The third position in line is the SOREDI Operations Manager.
- In the event the available staff is new to the position or inexperienced with SOREDI, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointees.

e. Cross-Training Plan

- The Executive Director will work to develop a training plan for each staff position for each of the key functions of the Executive Director listed in Section 3.

f. Authority and Restrictions of the Acting Executive Director

- The Acting Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Decisions to be made in consultation with the Board President and/or Executive Committee include staff hiring and terminations, financial issues, taking on new projects, and taking policy positions public on behalf of the organization.

g. Compensation

- Director-level staff appointed as Acting Executive Director may receive an end-of-year bonus or additional benefit. This shall be determined by the Executive Committee based on the duration of the assignment and available resources.
- If staff serve as Acting Executive Director for 6 months or more, the Executive Committee may consider a salary adjustment.
- A current or former board member appointed as Acting Executive Director may enter into an independent contractor agreement, depending on the circumstances of their availability.

h. Board Oversight and Support to the Acting Executive Director

- The Acting Executive Director reports to the Board President. In the event the Board President becomes the Acting Executive Director, the Vice President shall be appointed Board President.

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

i. Communications Plan

- Within 48 hours after an Acting Executive Director is appointed, the Board President and the Acting Executive Director shall meet to develop a communications plan including the kind of information that will be shared and with whom. This includes notification of funding agencies for approval of the staffing changes.

5. SUCCESSION PLAN IN THE EVENT OF A TEMPORARY, UNPLANNED ABSENCE – LONG-TERM

a. Definition

- A long-term absence is 90 days or more.

b. 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 Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director, 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 Director to carry the duties of both positions.
 - The Board President and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Acting Executive Director according to the organization's Performance Review Policy. A review shall be completed between 30 and 45 days.

6. SUCCESSION PLAN IN THE 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

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
 - The Board President and Executive Committee shall consider the need to hire an Interim Executive Director from outside the organization instead of appointing an internal Acting Executive Director. This decision shall be guided, in part, by the existence of a qualified internal candidate for the Executive Director position, the expected time frame for hiring a permanent executive, and the management needs of the organization at the time of the transition.
 - The Executive Committee shall recommend a Transition Committee to the full Board of Directors to implement the organization's Succession Plan Policy to transition to a new permanent Executive Director. A copy of this policy is attached.

c. Hiring an Interim Executive Director

- If an Interim Executive Director is hired, the Board President and Executive Committee shall negotiate an independent contractor agreement with a defined scope of work. The scope of the agreement with an Interim Executive Director shall be determined based on an assessment of the organization's needs at the time of the leadership transition.

d. Responsibilities of the Interim Executive Director

- Have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Align with established Board priorities for the current fiscal year.
- Conduct meetings with staff to understand priority of projects, workload and moral.
- Make decisions in consultation with the Board President and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking policy positions public on behalf of the organization.

e. Board Oversight and Support to the Interim Executive Director

- The Interim Executive Director reports to the Board President.
- The Executive Committee shall be alert to the special support needs of the Interim Executive Director in this temporary role. The Executive Committee shall convene monthly when an Interim Executive Director is hired.
- The Board President and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Interim Executive Director according to the organization's Performance Review Policy. An initial review shall be completed between 30 and 45 days, and 90 days thereafter.

7. APPROVALS AND MAINTENANCE OF PLAN

a. Emergency Succession Plan Approval

- This emergency succession plan shall be approved initially by the Executive Committee and then shared with the full Board.
- Thereafter, annually, the Executive Committee shall review the plan and recommend amendments to the full Board as needed.

b. Signatories

- The Board President and the Executive Director will sign the Emergency Success Plan once approved.
- At such time as needed, the appointees designated will read and sign the Emergency Succession Plan as acknowledgement and acceptance.
- At all times, the Board President and one other Executive Committee Member, in addition to the Executive Director, shall have signature authorization for checks and contracts for the organization.

c. Maintenance of plan

- Copies of this plan shall be maintained by all members of the Executive Committee and SOREDI Director-level staff.

d. Financial Considerations

- It shall be the responsibility of the Operations Manager to review the organization's finances during the unplanned absence of the Executive Director and report to the Executive Committee.