



# Guide to Succession Planning for Nonprofit Organizations

A quick start framework  
to start and sustain  
succession planning.

An on-demand webinar accompanying this Guidebook is  
available here: <https://nlctb.org/resources/webinar-succession-planning-for-nonprofits/>



# How to Use this Guide

- Like strategic and scenario planning processes, succession planning is more an art than a science.
- Expect succession planning to be an iterative process. A succession plan will mature with use and reflection. As you gain more experience in your role and as your organization changes, it is important to review and revise the plan. Plant the seed, water often and let it grow over time.
  1. Start with a risk prevention and management perspective by creating an emergency plan.
  2. Adapt an existing framework that begins to grow leader development.
  3. Begin regular conversations about succession planning with organization leadership. Invest in executive coaching and begin 'legacy planning'.

This Guidebook provides tools, resources, further learning opportunities and templates throughout that are marked by these icons.



Tools



Resources



Templates

Contact the author Amy Haile @ [amyhaile@gmail.com](mailto:amyhaile@gmail.com)

*This document is based on an exploratory study focused on succession planning completed as part of the requirements for a Doctorate of Public Health at the University of South Florida – 2020.*



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# Change is Inevitable

The transition of an organization's chief executive officer (CEO) is likely to impact the organization's financial stability, strategic direction and levels of employee engagement.



- The nonprofit workforce is retiring.
  - 67% of CEOs in a national survey reported plans to leave their position within five years.
- Few nonprofit organizations are prepared for this transition.
  - 27% of those nonprofit organizations surveyed have a written succession plan. Only 17% of smaller nonprofits (under \$1m) have a plan.
- In the Tampa Bay region, there are more than 20,000 nonprofit organizations with revenue greater than \$23B.
  - 50% have a health, human services, public or societal benefit mission.



# 3 Critical Elements of Succession Planning

01

## **Emergency Succession Planning**

Ensuring key leadership and administrative functions can continue without disruption in the event of an unplanned, temporary absence.

02

## **Leadership Development**

Ongoing practice to identify, recruit and develop individuals with the necessary skills to carry out the vision.

03

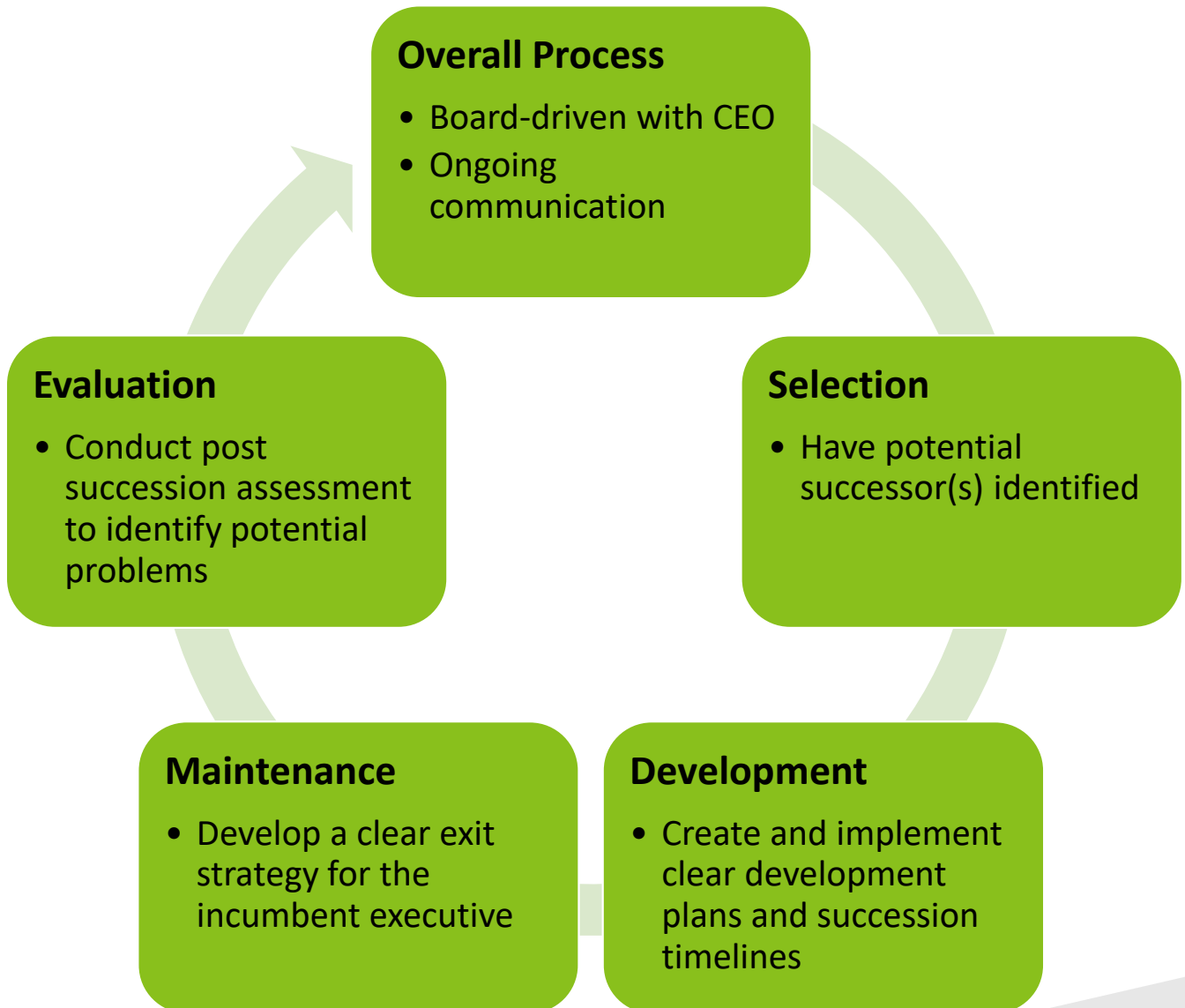
## **Departure Defined**

Identifying the forward moving goals and determining the skill set required while building the capacity of organization's leadership and operations to sustain beyond the current executive's tenure.



# Succession Planning

## Best Practices





# Guiding Principles

Three guiding principles for creating a succession plan emerged from conversations with nonprofit executives:



Mission First



Create Opportunities



Leadership Team Dynamics



# Mission First

## Standard Bearer of the Mission

- The CEO is viewed as the standard bearer for the organization's mission and therefore responsible for cultivating the next generation of leaders by developing leadership within the organization and build senior leaders into a team to better serve the mission.
- As the torch holder for the mission, the CEO is responsible for assuring a common understanding of the mission among the organization's employees.

## Assure Sustainability during Transition

- CEO assures that systems are strong for maintaining regulatory compliance and back-ups are in place for critical operational functions. The CEO needs to identify his or her priority functions and create delegates.

## Legacy

- It is important for the CEOs to *"leave the place better than whence you found it...so it can continue to grow"*. CEO should reflect and identify their key organizational accomplishments and milestones.



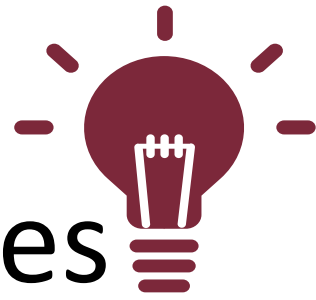
CompassPoint offers The Executive Director Legacy Statement—a tool with which an executive can clarify what he or she wants to accomplish before they exit <https://www.compasspoint.org/tools-and-resources>.

## Self-Awareness

- CEOs need to create an opportunity to reflect on their motivation, energy and skills to serve the mission fully. Executive coaches would provide objectivity in helping the CEO with this assessment.



CompassPoint offers a self reflection tool Am I still the leader this agency needs? <https://www.compasspoint.org/tools-and-resources> and a resource and resources dedicated to coaching at the Coaching and Philanthropy Project <https://www.compasspoint.org/tools-and-resources/coaching-and-philanthropy>



# Create Opportunities

## Leader Development

- CEO is responsible for cultivating the next generation of leaders for the mission – a ‘leadership-legacy’. This effort is about being intentional and creating opportunities for leaders to emerge within the organization and with external relationships. It is also incumbent for CEOs to be mindful of creating equitable opportunities.

## Project Leadership

- *“Project leadership is one of the purest forms of giving people opportunities to demonstrate leadership potential.”* Project-based assignments are a mechanism to create bridges for more employees to be visible within the organization as emerging leaders and one opportunity to attend to the concern of diversity and equity.



Stanford Social Innovation Review – [Five Ways to Build Diverse, Inclusive Leadership Teams](#) at

[https://ssir.org/articles/entry/five\\_ways\\_to\\_build\\_diverse\\_inclusive\\_leadership\\_teams](https://ssir.org/articles/entry/five_ways_to_build_diverse_inclusive_leadership_teams) and The Bridgespan’s Group [How to How to Integrate Diversity, Equity, and Inclusion into Everyday Operations](#) at <https://www.bridgespan.org/insights/library/leadership-development/integrate-diversity-equity-inclusion>

## Specialized Training

- Professional development opportunities should be intentional with regards to ‘leadership’ skills as well as skills specifically related to the understanding of budgets and financial practices.

Nonprofit Leadership Center - <https://nlctb.org/>

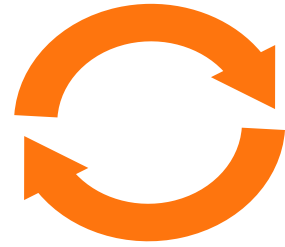
Nonprofit Ready - <https://www.nonprofitready.org/>

Nonprofit Help Desk - <https://www.nphd.org/>





# Team Dynamics



## Shared Leadership

- The CEO invests time and energy to develop relationships among the leadership team to expand the problem-solving capacity.



Doing More with More: Putting Shared Leadership into Practice at <https://nonprofitquarterly.org/doing-more-with-more-putting-shared-leadership-into-practice/>

## Organizational Sustainability

- The CEO is only one part of the leadership fabric of the organization. Succession planning needs to include planning for other key management and Board roles. This requires keeping in mind the sequence of departure of multiple key members of the organization, e.g. the retirement of the founding team.
- Conduct annual performance evaluations that include a review of the current job description, emergency succession plans and efforts to develop other leaders.

## Systems Approach

- Understanding the organizational leadership is a dynamic organism and when one shifts it has an impact on the larger system.



# Making the Plan Work

Key Tips to Executing a Quality Succession Plan



# Supporting Structures

Explore opportunities to build succession planning into existing organization processes.

- **Emergency Planning**

- Embed with another annual review process such as CEO performance evaluation, annual risk assessment or other. Include review of authorized signers, Board Policy on second and third in command, list of planning documents, list of regulatory compliance documents.

- **Annual Review**

- Minimize threat perceived by Board or CEO by creating succession planning process as standard business practice.
- Create a routine review of the succession plan and CEO job description with the Board's Executive Committee each year.

- **Legacy Check-In**

- Create a routine review of the CEO's Legacy Statement with an executive coach to identify short term and long-term goals. Once initial coaching is complete, create a process for at least an annual 'check-in' of the CEO with the Executive Coach to discuss progress and assess for burn-out.



# Communication Plan

- Communication is intentional and happens throughout the planning and execution of a succession plan.
  - Communicate to key organizational stakeholders (employees, Board of Directors, key funders) that a succession plan is in place to minimize stress associated with uncertainty.
  - Create a communication plan of the steps to take during a transition that is included in your succession plan and periodically reviewed and updated.



# Use of Interim CEO

- **Internal vs. External:** An interim CEO can be internal or external and have a varying expected duration. Interim CEOs allow the Board time to prepare for the CEO Search.
  - Internal Interim CEOs usually provide short-term operating support. Major changes are typically suspended during this time.
  - External Interim CEOs may be used to prepare the organization for a major change to operating practices or prepare for a merger. It is key to note when recruiting an interim CEO on whether they are eligible to apply for the permanent position.
- **Board Executive Committee**
  - During the Interim CEO tenure, the Board's Executive Committee should increase the frequency of its meetings to lend additional support and increase communication to stakeholders.



Annie E. Casey Foundation's [Interim Executive Directors](https://www.aecf.org/resources/interim-executive-directors/)  
[The Power in the Middle](https://www.aecf.org/resources/interim-executive-directors/) at

<https://www.aecf.org/resources/interim-executive-directors/>



TSNE's MissionWorks [Questions to Ask When Your Nonprofit Needs an Interim Executive Director](https://www.tsne.org/blog/questions-ask-when-your-nonprofit-needs-interim-executive-director) at

<https://www.tsne.org/blog/questions-ask-when-your-nonprofit-needs-interim-executive-director>

# Search Committee

- **Committee Members**

- Identify search committee members and process in the succession plan.

- **Create Search Framework**

- What are the skills, experience and expertise required to move the organization into its aspirational strategic direction?
- Is this a time to disrupt the culture of the organization or maintain the organization's culture? Maintaining of the organizational culture is more likely achieved with an internal candidate.
- What is the desired reputation the incoming CEO will have with the organization's key stakeholders?
- Does the departure of the CEO provide an opportunity to merge with another a mission-aligned and culture-fit organization?



The Bridgespan Group's [Finding the Right ED: Creating and Managing an Effective Search Committee](https://www.bridgespan.org/insights/library/hiring/creating-managing-search-committee) at <https://www.bridgespan.org/insights/library/hiring/creating-managing-search-committee>



# Onboarding CEO

The research indicates the nonprofit organizations, especially small and medium size independent nonprofits are most likely to have first time CEOs.

- Create a plan to introduce the CEO to the internal and external stakeholders.
- Identify how the incoming CEO will be supported to develop necessary skills.
- Create an opportunity for the incoming CEO to be supported by an executive coach to establish goals, promote self-awareness and check-in about burn-out.



Stanford Social Innovation Review - [Boosting Nonprofit Board Performance at Where It Counts](https://ssir.org/articles/entry/boosting_nonprofit_board_performance_where_it_counts#)

[https://ssir.org/articles/entry/boosting\\_nonprofit\\_board\\_performance\\_where\\_it\\_counts#](https://ssir.org/articles/entry/boosting_nonprofit_board_performance_where_it_counts#)



Board Effect's [Nonprofit CEO Onboarding Checklist](https://www.boardeffect.com/blog/nonprofit-ceo-onboarding-checklist/) at

<https://www.boardeffect.com/blog/nonprofit-ceo-onboarding-checklist/>



# Employment Agreement

- **Continuity**
  - Agreements can help assure continuity for senior positions.
- **Notice**
  - Agreements can stipulate required notices and serve as a protection for employee and the organization.
- **Incentives**
  - Funds for specialized training may be stipulated to prepare an emerging leader.
  - Rabbi Trusts or Exit Agreements may be used as deferred compensation to act as incentive for major goal achievement, minimum tenure or required notice.



BoardSource's [Elements to Include in a Chief Executive Employment Contract](https://boardsource.org/resources/chief-executive-employment-contract/) at <https://boardsource.org/resources/chief-executive-employment-contract/>



Inside Charity's [Nonprofit CEO Employment Contracts](https://insidecharity.org/2020/07/06/nonprofit-ceo-employment-contracts-jack-horak/) at <https://insidecharity.org/2020/07/06/nonprofit-ceo-employment-contracts-jack-horak/>



The Bridgespan Group's [Set Your New Nonprofit CEO Up for Success: Start With an Employment Agreement](https://www.bridgespan.org/insights/library/hiring/set-your-new-nonprofit-ceo-up-for-success-start-w) at <https://www.bridgespan.org/insights/library/hiring/set-your-new-nonprofit-ceo-up-for-success-start-w>



The Chronicle of Philanthropy's [A Guide to Creating Employment Agreements That Protect Both Leaders and Their Charities](https://www.philanthropy.com/article/A-Guide-to-Creating-Employment/183907) at <https://www.philanthropy.com/article/A-Guide-to-Creating-Employment/183907>



Non Profit Quarterly [Exit Agreements for Nonprofit CEOs: A Guide for Boards and Executives](https://nonprofitquarterly.org/exit-agreements-nonprofit-ceo-guide-for-boards-and-executives/) at <https://nonprofitquarterly.org/exit-agreements-nonprofit-ceo-guide-for-boards-and-executives/>

# Minimum Notice

Use Employee Agreement to stipulate the required notice and transition period.

- **Retirement**
  - Minimum of six months notice
  - Up to two years, with the first year as internal planning with Board and made public in second year.
- **Resignation**
  - Balance between individual and organization's need with a minimum of 90 days.
- **Transition**
  - Explore opportunity to keep departing CEO on a 'retainer' for off-site consultation with incoming CEO for time-limited period.



Board Source's [Exit Planning for Retiring Nonprofit CEOs](https://boardsource.org/resources/exit-planning-retiring-nonprofit-ceos/) at <https://boardsource.org/resources/exit-planning-retiring-nonprofit-ceos/>



# CEO Transition

- **Organization Change**
  - Suspend major organizational changes, including strategic planning, position changes, compensation packages and re-organizations during transition.
- **Overlap between CEOs**
  - Exiting CEO vacates on-site office from Day 1 and remains available, on-site as needed, to facilitate the transition on official documents, orientation to office logistics, introductions to stakeholders, etc.
  - Duration of periodic onsite activities is likely to be between one to four weeks based on the entering CEOs familiarity to the organization and community.
- **Technical Assistance**
  - Existing CEOs may stay on a retainer to be consulted as needed by the new CEO in an advisory capacity.



Non Profit Quarterly's [The Nonprofit Whisperer: Should the New and the Old CEO Ever Overlap?](https://nonprofitquarterly.org/nonprofit-whisperer-should-the-new-and-the-old-ceo-ever-overlap/) at <https://nonprofitquarterly.org/nonprofit-whisperer-should-the-new-and-the-old-ceo-ever-overlap/>

# Strengthening Diversity

*A few strategies to strengthen diversity through succession planning are as follows.*

- **Recruitment**

- Cast a wide net for posting positions through Historically Black Colleges & Universities and professional associations or partner with a recruitment firm with experience in identifying candidates of color for top-level nonprofit positions.

- **Create Opportunities**

- Intentionally use stretch assignments to help emerging leaders of color gain visibility in your organization by becoming a leader on a project or credentialed to be an in-house trainer.
- Promote the professional development of employees of color by allowing them to represent the organization on community planning teams and strengthening their network.

- **Organizational Doctrines**

- Examine where diversity is codified in your organization documents such as by-laws and strategic plan. Is diversity mentioned in your mission, vision or values? How does your organization measure diversity at the Board, Management and Employee Levels?



Building Movement Project - Leadership Transitions

<https://buildingmovement.org/our-work/leadership/leadership-transitions/>



# Frequently Asked Questions

- **What is the role of the board and CEO in a succession planning?**
  - The CEO is an important contributor to the succession planning process and supports the Board committee responsible for the process. The CEO's role begins to diminish as the transition to a new CEO begins.
  - The Board (or designated committee) is the active steward of the succession plan to mitigate risk and hold the CEO accountable for executing succession planning.
  - Support the legacy planning
- **What is the best practice for organizations to prepare the employees for the transition of leadership?**
  - Communication. It needs to be intentional and happens throughout the planning and execution of a succession plan. A leadership transition is a big change for any organization, and it affects employees and their performance. And for nonprofit it also effects the relationships we have with donors and funders. Studies have found that continual communication is a leading factor in a transition's success.
- **What would be examples of stretch assignments to provide emerging leaders?**
  - A few examples would be assuming a leadership role in a cross-department team to address organization initiative such as diversity, equity and inclusion, recruitment of a special target population, etc. Another example would be to be trained as a trainer for other employees such as Mental Health First Aid or developmental screening.

# Frequently Asked Questions

## As a leader of a small nonprofit, where do I start?

- Start with the risk prevention perspective by creating an emergency plan and documenting your processes. You may rely more on your Board of Directors to act as delegates for your key functions.
- It may be beneficial to engage with local community planning groups focused on issues related to your nonprofit. This may strengthen your professional network and identify potential candidates for positions within your organization.


## What do I do if I am the Founding Executive Director?

- As a Founding Executive Director, you will likely need a longer transition time for a successful succession plan. Your intention to leave might be first discussed with the Board Chair to develop a timeline and roadmap for succession planning. You may want to consider hiring the incoming chief executive as a “second-in-command” to provide a longer overlap and transition that allows for the opportunity to shadow, observe and develop relationships and start transition the brand of the nonprofit to be greater than your identity as the Executive Director. You may consider hiring a coach to help navigate the transition for both you and the incoming CEO with special attention paid to transitioning the relationship of board, funders and employees. Once the new CEO is in place, it may be helpful to stay engaged as a consultant with a defined set of expectations based on your interest and capability, e.g., fund development or advocacy. However, keep in mind that you will want to create an initial separation by maintaining a low profile and staying offsite to allow the incoming CEO time to establish themselves as the new leader.



Annie E. Casey's Founder Transitions: Creating Good Endings and New Beginnings

<http://www.leadertransitions.com/Resources/FounderTransitions.pdf>



# Tools & Resources

A collection of publicly  
available tools & resources.

# Succession Planning Tools



Title/Year	LD= Strategic Leader Development ES= Emergency Succession Planning DD= Departure-Defined Succession Planning		
	LD	ES	DD
<p><b>How to Survive an Executive Transition through Good Management</b> – Laura Otten (n.d.) White Paper (7 pages)</p> <p>A ten-step process to develop a succession plan for a planned and unplanned departure of the chief executive position.</p> <p><a href="https://www.lasallenonprofitcenter.org/wp-content/uploads/2014/03/exec-trans-whitepaper-Recovered-1.pdf">https://www.lasallenonprofitcenter.org/wp-content/uploads/2014/03/exec-trans-whitepaper-Recovered-1.pdf</a></p>			X
<p><b>Nonprofit Succession Plan</b> - Smartsheet (n.d.) Sample Plan (17 pages)</p> <p>A customizable template in Word to capture organizational specific information related to unplanned short term, long-term and permanent unplanned changes in the chief executive position.</p> <p><a href="https://smartsheet.com/succession-planning-templates">smartsheet.com/succession-planning-templates</a></p>		X	X

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<p><b>Executive Transition Monograph Series</b> - Annie E. Casey Foundation (7 Part Series) (2004-2008)</p> <ol style="list-style-type: none"> <li>Capturing the Power of Leadership Change (2004) (20 pages)  <a href="https://www.aecf.org/resources/capturing-the-power-of-leadership-change/">https://www.aecf.org/resources/capturing-the-power-of-leadership-change/</a></li> <li>Interim Executive Directors (2005) (20 pages)  <a href="https://www.aecf.org/resources/interim-executive-directors/">https://www.aecf.org/resources/interim-executive-directors/</a></li> <li>Founder Transitions: Creating Good Endings and New Beginnings (2005) (28 pages)  <a href="https://www.aecf.org/resources/founder-transitions/">https://www.aecf.org/resources/founder-transitions/</a></li> <li>Up Next: Generation Change and the Leadership of Nonprofit Organizations (2005) (24 pages)  <a href="https://www.aecf.org/resources/up-next/">https://www.aecf.org/resources/up-next/</a></li> <li>Staying Engaged, Stepping Up (2006) (20 pages)  <a href="https://www.aecf.org/resources/stepping-up-staying-engaged/">https://www.aecf.org/resources/stepping-up-staying-engaged/</a></li> <li>Building Leaderful Organizations (2008) (23 pages)  <a href="https://www.aecf.org/resources/building-leaderful-organizations/">https://www.aecf.org/resources/building-leaderful-organizations/</a></li> <li>Next Shift: Beyond the Nonprofit Leadership Crisis (2008) (16 pages)  <a href="https://www.aecf.org/resources/next-shift/">https://www.aecf.org/resources/next-shift/</a></li> </ol>	X	X	X
<p><b>Executive Transition Initiative Succession Planning Toolkit</b> – Leading Transitions, LLC (4 Part Series) (2008)</p> <ol style="list-style-type: none"> <li>Overview of Succession Planning (16 pages)</li> <li>Departure Defined Transition Toolkit (50 pages)</li> <li>Emergency Succession Planning Toolkit (36 pages)</li> <li>Strategic Leadership Development Toolkit (37 pages)</li> </ol> <p><a href="http://leadingtransitions.com/resources/executive-transitions-initiative/#toolkit">http://leadingtransitions.com/resources/executive-transitions-initiative/#toolkit</a></p>	X	X	X

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<p><b>Nonprofit Executive Succession-Planning Toolkit</b> (2011) - Federal Reserve Bank of Kansas City Monograph (40 pages)</p> <p>Overview of a process to address Leader Development, Emergency Succession Planning, and Departure-Defined Succession Planning with Case Study, Timelines, Templates, &amp; Resource List</p> <p><a href="https://www.kansascityfed.org/~media/files/community/nonprofit-resources/nonprofit-toolkit.pdf">https://www.kansascityfed.org/~media/files/community/nonprofit-resources/nonprofit-toolkit.pdf</a></p>	X	X	X
<p><b>Community Action Partnership Sustainability Toolkit</b> - National Association of Community Action Agencies – Community Action Partnership (3 Part Series) (2012)</p> <p>Part 1: Organizational Sustainability Planning Guide (14 pages)            Part 2: Executive Session Planning Guide (35 pages)            Part 3: Executive Transition Management Guide (37 pages)</p> <p><a href="https://communityactionpartnership.com/?s=Community+Action+Partnership+Sustainability+Toolkit">https://communityactionpartnership.com/?s=Community+Action+Partnership+Sustainability+Toolkit</a></p>	X	X	X
<p><b>Succession Planning for Nonprofit Leadership: Steps to Ensuring Your Organization’s Future</b> - Terri Theisen &amp; Healthcare Georgia Foundation (2013) Monograph (52 pages)</p> <p>Two five-step guides to develop organizational processes to support succession planning for (1) Board of Directors and (2) chief executive position. Each section has sample by-laws, policies &amp;, job descriptions</p> <p><a href="https://www.issuelab.org/resource/succession-planning-for-nonprofit-leadership-steps-to-ensuring-your-organization-s-future.html">https://www.issuelab.org/resource/succession-planning-for-nonprofit-leadership-steps-to-ensuring-your-organization-s-future.html</a></p>			X

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<p><b>Succession Planning Toolkit for Nonprofit Sexual Assault and Domestic Violence Organizations</b> - Nonprofit Sustainability Technical Assistance Project. (2014) Monograph</p> <p>Overview of succession planning with emphasis on Emergency Succession Planning including the approach of planning from an anti-racism and anti-oppression perspective. Checklist and Resource List included.</p> <p><a href="http://www.resource-sharing-project.org/succession-planning-toolkit-nonprofit-sexual-assault-and-domestic-violence-organizations">http://www.resource-sharing-project.org/succession-planning-toolkit-nonprofit-sexual-assault-and-domestic-violence-organizations</a></p>	X	X	X
<p><b>Sample CAC Succession Plan</b> - National Children’s Advocacy Center (2014) Sample Plan (10 pages)</p> <p>A sample succession plan that addresses unplanned short term, long-term and permanent unplanned changes in the chief executive position.</p> <p><a href="https://calio.org/wp-content/uploads/2014/03/cac-succession-plan-sample.pdf">https://calio.org/wp-content/uploads/2014/03/cac-succession-plan-sample.pdf</a></p>		X	
<p><b>Sample Succession Plan</b> - Association of Baltimore Area Grantmakers (2015) Sample Plan (7 pages)</p> <p>A sample succession plan for leadership development and emergency succession plan</p> <p><a href="https://www.arts.texas.gov/wp-content/uploads/2012/05/sample_succession_plan.pdf">https://www.arts.texas.gov/wp-content/uploads/2012/05/sample_succession_plan.pdf</a></p>		X	

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<p><b>Succession Planning Toolkit</b> - University of Washington, Human Resources (2016) Sample Plan (8 pages)</p> <p>A fillable Adobe form to identify the competencies required for critical positions within the organization and action plan to develop employee capacity for those competencies.</p> <p><a href="https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/succession-planning/">https://hr.uw.edu/pod/organizational-excellence-and-development/organizations/succession-planning/</a></p>	X		
<p><b>Emergency Leadership Transition Plan</b> - BoardSource (2016) Tip Sheet (2 pages)</p> <p>A brief tip sheet to prepare for emergency leadership transition (communications, financial oversight, interim management and executive search)</p> <p><a href="https://boardsource.org/emergency-leadership-transition-plan/">https://boardsource.org/emergency-leadership-transition-plan/</a></p>		X	
<p><b>Succession Planning Guide</b> - Oregon Department of Administrative Services, Chief Human Resources Office (2018) Monograph (12 pages)</p> <p>An outline for leader development succession planning process that includes assessment, identification, development, and evaluation. Website link with templates, guides and on-demand web-based learning modules</p> <p><a href="https://www.oregon.gov/das/HR/Documents/sp-SP%20Guide.pdf">https://www.oregon.gov/das/HR/Documents/sp-SP%20Guide.pdf</a></p>	X		

# Resource Videos

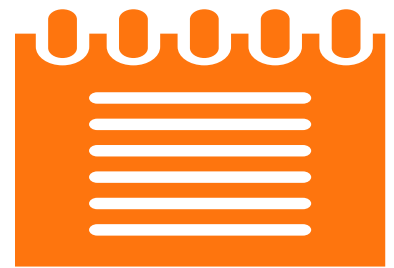


Title & Link	Brief Description
<p>Nonprofit Succession Planning: Leading By Sharing Power</p> <p><a href="https://bloomerang.co/blog/video-the-value-of-nonprofit-succession-planning/">https://bloomerang.co/blog/video-the-value-of-nonprofit-succession-planning/</a></p>	<p>Andy Robinson will help you understand the value of succession planning to nonprofits (and the risks of poor or non-existent transition plans).</p>
<p>Nonprofit Succession Planning: File Sharing System Best Practices</p> <p><a href="https://www.youtube.com/watch?v=qpbnM4-CLQA&amp;ab_channel=FundingForGood">https://www.youtube.com/watch?v=qpbnM4-CLQA&amp;ab_channel=FundingForGood</a></p>	<p>Funding for Good demonstrates how effectively using a file-sharing system can prepare your nonprofit organization for transitions at the staff and board level.</p>
<p>Five Good Ideas to enhance succession planning and leadership continuity in the non-profit sector</p> <p><a href="https://www.youtube.com/watch?v=Rh7vWumkOcE&amp;ab_channel=MaytreeToronto">https://www.youtube.com/watch?v=Rh7vWumkOcE&amp;ab_channel=MaytreeToronto</a></p>	<p>Robin Cardozo will work with an experienced panel and all session participants to collaborate in building a list of Five Good Ideas to enhance succession planning, stability and sustainability in the sector</p>
<p>Nonprofit Leadership Transitions and Organizational Sustainability</p> <p><a href="https://nonprofitquarterly.org/nonprofit-leadership-transitions-organizational-sustainability-updated-approach-changes-landscape/">https://nonprofitquarterly.org/nonprofit-leadership-transitions-organizational-sustainability-updated-approach-changes-landscape/</a></p>	<p>A companion webinar to their 4-part monograph on Executive Transition, Nonprofit Quarterly discusses three critical “paradigm shifts” nonprofits should make in thinking about succession planning and executive transition.</p> <p>NPQ offers other videos on Succession Planning and Executive Transition. <a href="https://nonprofitquarterly.org/category/leadership-succession/">https://nonprofitquarterly.org/category/leadership-succession/</a></p>



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# Leadership Development and Succession Plan Example Plan

*This following plan is a modification of the Sample Succession Plan developed by the Association of Baltimore Area Grantmakers. It was modified to include an added appendix to aid sustained practice.*

# Champions for Children, Inc.

## Leadership Development and Emergency Succession Plan<sup>1</sup>

Recommended by Advisory & Monitoring Council on October 22, 2020; Shared  
Reviewed & Approved by Board of Directors on December 1, 2020

*This plan is a modification of the Sample Succession Plan developed by the Association of Baltimore Area Grantmakers. It includes additional calendars and templates to help sustain practices.*

### 1. Rationale

Executive Level positions (Executive Director, Associate Director, Chief Financial Officer, Director of Development) at Champions for Children are central elements in our success. Therefore, ensuring that the functions of the executive positions 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 Champions for Children. This plan reflects CFC'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 CFC in the event the executive is unable to fulfill her or his duties.

### 2. Plan Implementation

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

- 1) It is the responsibility of the Executive Director to immediately inform the Board of Directors of a planned temporary or short-term absence, and to plan accordingly. In the absence of the Executive Director, the Associate Director immediately informs the Board of Directors.
- 2) It is the responsibility of the Associate Director, Chief Financial Officer and Director of Development to immediately inform the Executive Director of an unplanned temporary or short-term absence.
- 3) As soon as feasible, following notification of an unplanned temporary or short-term absence of the Executive Director, the Board President shall convene an Executive Council meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

### 3. Priority Functions of the Executive Positions

The position descriptions for executives are updated annually as part of the performance evaluation process and are maintained by the Director of Human Resources. Among the duties listed in the position descriptions, the following are the key functions of the executive positions and

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<sup>1</sup> Adapted from "Association of Baltimore Area Grantmakers - Leadership Development and Emergency Succession Plan"

have a corresponding temporary staffing strategy (see Section #3 for further guidance about temporary staffing). Additionally, the organization develops and implements a Sustainability & Strategic Plan which identifies the priorities that falls under the executive’s core responsibilities.

Key Executive Director Functions	Temporary Staffing Strategy for Executive Director Position
Leadership and Vision	Board President with Associate Director – see Appendix C: Administrative Leadership of activities that supports a high performing organization. See Appendix A: Planning Document for the list and timeline of planning document operations.
Board Administration and Support	Associate Director – see Appendix B: Board & Board Council Calendars for the schedule of activities including routine reports for risk mitigation, human resources, financial reviews and budget planning.
Financial Management	Chief Financial Officer with Board Treasurer
Human Resources	Chief Financial Officer with Director of Human Resources; consult with A&M Council as needed.
Programs & Services	Associate Director with support of Program Leadership Team
Community & Public Relations	Director of Development
Spokesperson	Board President and/or his or her designee
Community Representative	Associate Director to review Appendix D: Stakeholder Groups to assure representation as needed.

The next iteration of this plan will expand to include “temporary staffing strategies” for other senior management positions.

The positions assigned in the Temporary Staffing Strategy are based on CFC’s organization structure as of August 2020. In the event this plan is implemented and assigned positions are vacant or no longer available, the Board President shall select other senior staff to support each of the key executive director functions.

#### 4. Succession plan in the event of a temporary, planned, or unplanned absence - SHORT-TERM

##### a. Definitions

- 1) A temporary absence is one in which it is expected that the Executive Director will return once the events precipitating the absence are resolved.
- 2) An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as vacation or a sabbatical.
- 3) A temporary absence is 30 days or less.
- 4) A temporary short-term absence is between 30 and 90 days.

#### b. Temporary Staffing Strategy

- 1) For temporary planned or unplanned absences of 30 or fewer days, the Associate Director assumes the role as the Acting Executive Director.
- 2) 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

- 1) 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

- 1) The first position in line to be Acting Executive Director is the Associate Director
- 2) The second position in line is the Chief Financial Officer.
- 3) In the event the available staff is new to the position or fairly inexperienced with CFC, the Executive Council may consider another appointee or the option of splitting executive duties among designated appointee including the Board President, Past President, Executive Council or another Board Member. If a Board Member accepts the position, he/she will take a temporary leave from the Board of Directors.

#### e. Cross-Training Plan

- 1) The Executive Director shall develop a training plan for each executive-level position for each of the key functions of the Executive Director listed in Section 3.

#### f. Authority and Restrictions of the Acting Executive Director

- 1) The Acting Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.

#### g. Compensation

- 1) Executive-level staff appointed as Acting Executive Director may receive additional compensation as determined by the Executive Council that is based on the duration of the assignment and available resources.
- 2) A current or former board member appointed as Acting 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

- 1) The Acting Executive Director reports to the Board President. In the event the Board President becomes the Acting Executive Director, the President-Elect shall be appointed as the temporary Board President.
- 2) The Executive Council shall be alert to the special support needs of the Acting Executive Director in this temporary role. The Executive Council shall convene monthly when an Acting Executive Director is appointed.

i. Communications Plan

- 1) Within 72 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. The following chart identifies key supporters and a primary contact to facilitate communication.
- 2) As soon as possible, the Board President and Acting Executive Director shall implement the communications plan to announce the organization’s temporary leadership structure to staff, the Board of Directors, and key supporters.
- 3) Within 7 business days, the Board President shall distribute a press release with general information appropriate to the situation.

<b>Key Supporters</b>	<b>Communication Responsibility</b>
CFC Employees	Board President & Associate Director Communication Strategies: Weekly Mission Monday E-Mail, Monthly All-Staff Meetings/Check-Ins; Monthly Work Anniversary Lunches; New Employee Orientation
Nonprofit Partners	Associate Director to generate list
Major Government Funders Children’s Board of Hillsborough County US Department of Health & Human Services United Way Suncoast Board of County Commissioners Eckerd Connects	Board President
Foundations	Director of Development to generate list
Major Donors	Director of Development to generate list for designated Board Members to phone call (top 10) followed by a letter to all donors
Board Members Board Alumni	Board President Board President
Council on Accreditation	Associate Director
Auditor	Chief Financial Officer
Banks, Brokage Account, Depository Accounts and Vendors	Chief Financial Officer

## 5. Succession plan in the event of a temporary, unplanned absence – LONG-TERM

### a. Definition

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

### b. Procedures

- 1) Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following addition:
  - a) The Executive Council 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 Executive Director to carry the duties of both positions.
  - b) The Board President and Executive Council 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 from the date of his or her appointment.

## 6. Succession plan in the event of a PERMANENT unplanned absence.

### a. Definition

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

### b. Procedures

- 1) Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:
  - a) The Board of Directors shall consider the need to hire an Interim Executive Director. This decision shall be guided, in part, by internal candidates 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. If the Associate Director is hired as the Interim Executive Director, the Executive Council will consider the hiring of an interim Associate Director.
  - b) The Executive Council shall act as the Search Committee to plan and carry out a transition to a new permanent executive director. This may include activities such as:
    - i) Updating the executive job description to ensure the right person is identified to lead the organization into the future.
    - ii) Outline and implement process to recruit and select new executive. This will include identifying candidate sources, selection criteria, interview steps and team, reference, background checks, compensation range, hiring package, communication of new executive and transition plan. Board and volunteer expertise will be leveraged when possible.
    - iii) The Search Committee may engage a consultant to assist with the search task.
    - iv) Routinely updating the full Board on the Search Committee's plan and progress.

### c. Hiring an Interim Executive Director

- 1) If an Interim Executive Director is hired, the Board President and Executive Council shall negotiate an independent contractor agreement with a defined scope of work.
- 2) 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

- 1) An Interim Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.

### e. Board Oversight and Support to the Interim Executive Director

- 1) The Interim Executive Director reports to the Board President.
- 2) The Executive Council 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.
- 3) The Board President and Executive Council are responsible for gathering input 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. Leadership Development

Maintain a proactive approach to ensure ongoing leadership talent is available, in key roles, at various levels, when needed to drive organizational sustainability. Create a culture that promotes ongoing leadership development for talent within the organization and develop internal talent to ensure continuous execution of necessary operational, programmatic, and administrative responsibilities that promote sustainability.

### a. Create and approve strategic priorities for leadership development to build diverse and inclusive leadership teams

- 1) The strategic plan should include a definition of the leadership requirements necessary to lead and achieve organizational goals. These also can apply to board, key staff, and fundraising leaders. An emerging critical leadership skill is the ability to keep the organization's business model current and effective.
- 2) The leadership talent development requirements should be reviewed and updated when there is a major strategic directional shift and minimally during the strategic planning process

### b. The executive and senior management conduct annual evaluations of staff to ensure they are performing in their positions and have the necessary skills needed for success

- 1) All staff should be provided periodic feedback and have formal development plans that promote professional and personal growth.
- 2) The senior executive should identify direct reports and staff who have the potential to assume additional leadership responsibilities. The organization's limited development resources should be focused on key staff.

#### c. Develop the organization senior management into a high- performing team

- 1) The executive should promote the leadership team's ability to work together. If possible, the executive should conduct an effectiveness assessment and then work with the group to identify improvement strategies. The assessment should explore what is working well and how your peer group can work better to achieve objectives.

#### d. Cultivate relationships with external stakeholders

- 1) Identify external relationships and target internal staff to create contacts as a way to promote continuous exchange and trust in the event of a departure.

#### d. Develop awareness of financial management systems

- 1) Conduct regular financial reviews and use as a developmental opportunity for staff. Knowledge of the financial management system is a core competency of top leadership and high-performing staff who are being developed for future opportunities.

#### e. Develop operational manuals for administrative systems and ensure they are accessible and current

- 1) Key activities are documented allowing a backup person to carry on duties in case of an emergency or unexpected departure. Examples of key manuals include records retention policy, information technology and computer usage policy, volunteer recruitment process, performance management process, recruiting process, code of conduct, whistle blower policy and fundraising process. This may also include a checklist of regulatory and compliance requirements that is reviewed annually.

## 8. Approvals and maintenance of record

#### a. Emergency Succession Plan Approval

- 1) This emergency succession plan shall be approved initially by the Board of Directors.
- 2) Thereafter, annually, the Executive Council shall review the plan and recommend amendments to the full Board as needed.

#### b. Signatories

- 1) At all times, the Associate Director and at least one Board Member, in addition to the Executive Director, shall have signature authorization for checks. The Associate Director and Executive Director are signatories to the brokerage account. The Board President, in addition to the Executive Director shall have signature authorization for contracts for the organization.

#### c. Maintenance or record

- 1) Copies of this plan shall be maintained by all members of the Board of Directors, executive-level staff and the Director of Human Resources.

#### d. Financial Considerations

- 1) It shall be the responsibility of the Treasurer to review the organization's finances during an unplanned absence of the Executive Director.

## Appendix A. Planning Documents

As part of the succession planning process conduct an inventory of the key organizational planning documents including their cycle of review to minimize the disruption to the organization and its mission during the transition. The calendars and templates in the Appendices are an addition to the Baltimore Plan

	Name	Frequency of Update	Last Update	Owner
Board	Sustainability & Strategic Plan <i>(effective 2021 for 3 to 5 years)</i>	Annual	December 2020	Board
Board	Annual Plan	Annual	Jan. 2020	Board
Board	Board Assessment	TBD	TBD	Board
Board	Succession Plan	Annual	December 2020	Board
FIN	Agency Budget	Annual	December 2020	CFO
PQI	Performance & Quality Improvement (PQI) Plan	Annual	April 2020	Executive Director
RPM	Risk Prevention & Management (RPM) Plan	Annual	Jan. 2020	Executive Director
RPM	Emergency Preparedness Plan	Annual	June 2020	Office Manager
RPM	Facility & Safety Management Plan	Annual	June 2020	Office Manager
HR	Workforce Assessment	Annual	Feb. 2020	Director of Human Resources
HR	Human Resource (HR) Internal Audit	Annual	June 2020	Director of Human Resources
HR	Staff Professional Development & Training Plan	Annual	March 2020	Associate Director
HR	Employee Engagement Plan	Annual	August 2020	Director of Human Resources
DEV	Fund Development Plan w/ Budget	Annual	January 2020	Director of Development
DEV	Communications Plan	Annual	May 2017	Director of Development
PRG	Logic Model/Service Delivery Plan	Annual	July 2020	Associate Director
PRG	Touchpoints Site Plan	Annual	March 2019	TP Trainers
PRG	Family Nurturing Center Plan	Annual	June 2019	NPP Trainer

## Appendix B: Board & Board Council Calendars

Board calendars are used to develop meeting agendas and are a helpful tool to assure processes stay in place. They can be developed for the general Board Meeting as well as each of the Board Committees. Examples of Board Committee are included in the following page.

### Board of Director Regular Meeting Calendar

Meeting Dates	Proposed Key Activities
4 <sup>th</sup> Tuesday 5:30-7:00 January 26, 2021 <i>Virtual</i>	<ul style="list-style-type: none"> <li>Annual Meeting</li> <li>COA Accreditation De-Briefing</li> <li>Board Commitment Agreements</li> <li>2021 Goals &amp; Priorities</li> </ul>
February 23, 2021 <i>Virtual</i>	<ul style="list-style-type: none"> <li>How we do our work – Diversity, Equity, Inclusion Efforts</li> </ul>
March 23, 2021 <i>Virtual</i>	<ul style="list-style-type: none"> <li>Why we do our work – Child Abuse &amp; Neglect &amp; Family First Prevention Services Act</li> </ul>
April 27, 2021	<ul style="list-style-type: none"> <li>How we do our work – Communications &amp; Marketing Efforts</li> </ul>
May 25, 2021 <i>(Tuesday after Memorial Day)</i>	<ul style="list-style-type: none"> <li>Financial Audit &amp; Trend Analysis Report (Auditor) (Action)</li> </ul>
June 22, 2021	<ul style="list-style-type: none"> <li>Why we do our work – Protective Factors</li> </ul>
July	No Meeting Scheduled
August 24, 2021	<ul style="list-style-type: none"> <li>Six Month Strategic Plan Report</li> </ul>
September 28, 2021	<ul style="list-style-type: none"> <li>How we do our work – advocacy plan</li> </ul>
October 26, 2021	<ul style="list-style-type: none"> <li>2022 Budget Workshop (Information)</li> <li>Officer Nominations (Information)</li> </ul>
December 7, 2021 <i>(Moved to avoid Thanksgiving week)</i>	<ul style="list-style-type: none"> <li>2022 Budget Approval (Action)</li> <li>Officer Elections (Action)</li> </ul>
December	No Meeting Scheduled

\*Board Nominations accepted throughout the year

**Advisory & Monitoring Council:** Generally, 3<sup>rd</sup> Tuesday 5:30-7:00 except July & December

**Development & Public Relations Council:** Generally, 3<sup>rd</sup> Wednesday 4:00-5:00 except July & December

**Finance Council:** Generally, 4:15-5:15 immediately prior to Board Meeting except July & December

### Advisory & Monitoring Council Meeting Calendar

Meeting Dates	Key Activities
5:30-7:00 pm	
Jan 19, 2021	<ul style="list-style-type: none"> <li>Discuss a process for Board to conduct self-assessment (COA Requirement)</li> <li>Annual Sustainability &amp; Strategic Plan Review w/ targets</li> </ul>
Feb 16, 2021	<ul style="list-style-type: none"> <li>2020 Year End Human Resources (HR) Briefing (including Workforce Assessment, Analysis of Workforce Composition)</li> <li>2020 Year End Risk Prevention &amp; Management Plan (RPM) Report</li> <li>2021 Risk Prevention &amp; Management Plan</li> </ul>
March 16, 2021	<ul style="list-style-type: none"> <li>COA Accreditation Update &amp; Review of Stakeholder Survey Results</li> <li>Review Board Composition Matrix to aid Board Member Recruitment Strategy</li> </ul>
April 20, 2021	<ul style="list-style-type: none"> <li>Performance Quality Improvement Plan Discussion</li> <li>Strategic Plan Update on 1.3 "Promote and expand innovative solutions to be responsive to families."</li> </ul>
May 18, 2021	<ul style="list-style-type: none"> <li>Q1 2021 HR Briefing (including Employee Satisfaction Survey Results)</li> <li>Q1 2021 RPM &amp; Contract Risk Report</li> </ul>
June 15, 2021	<ul style="list-style-type: none"> <li>Performance &amp; Quality Improvement Report</li> <li>Review revisions to Succession Plan to include temporary staffing strategy for Associate Director, CFO, Director of Dev.</li> </ul>
July	No Meeting
Aug 17, 2021	<ul style="list-style-type: none"> <li>Q2 2021 HR Briefing</li> <li>Q2 2021 RPM Report &amp; Contract Risk Report</li> <li>Strategic Plan Update on 1.3 "Promote and expand innovative solutions to be responsive to families."</li> </ul>
Sept 21, 2021	
Oct 19, 2021	<ul style="list-style-type: none"> <li>Finalize Slate of Officers &amp; Executive Council for 2022</li> <li>Strategic Plan Update on 1.3 "Promote and expand innovative solutions to be responsive to families."</li> </ul>
Nov 16, 2021	<ul style="list-style-type: none"> <li>Q3 2021 HR Briefing</li> <li>Q3 2021 RPM &amp; Contract Risk Report</li> <li>Board Commitment Report for Chair &amp; President</li> </ul>
December	No Meeting
January 2022	<ul style="list-style-type: none"> <li>Strategic Plan Update on 1.3 "Promote and expand innovative solutions to be responsive to families."</li> <li>Annual Sustainability &amp; Strategic Plan Review w/ targets</li> </ul>



## 2021 Executive Council Calendar

11/24/2020

*The Executive Council shall consist President, President-elect, Past President, Secretary, Treasurer, Chairs or their designees of the Development and Public Relations Council and Advisory and Monitoring Council. Responsibility for (1) governance between Board meetings; (2) presentation of issues and recommendations to the Board of Directors for decision; (3) direction of the work of the other Councils and committees of the Board of Directors; (4) the administration of the Executive Director's performance evaluation; (5) service as a search committee for a new Executive Director.*

	Scheduled as Needed
January	Review Sustainability & Strategic Plan to set priorities for year
February	
March	
April	
May	
June	Review of Succession Plan
July	
August	
September	
October	
November	Prepare the Board "Report Card" to share with President & Chair of A&M Council
December	Administration of the Executive Director's performance evaluation

## Appendix C: Administrative Leadership Team Calendar

### 2021 Administrative Leadership Team Meetings (revised 11/23/2020)

Month	Focused Discussion Rotated Topics for in-depth discussion 1 <sup>st</sup> Tuesday @ 2pm	Attendees Initials	Team Meeting See Agenda 3 <sup>rd</sup> Friday @ 1:30pm	Attendees Initials
January	<b>January 5</b> <ul style="list-style-type: none"> <li>Annual Training Plan &amp; Calendar &amp; Professional Development Plan Review</li> <li>Strategic Goal &amp; Target Review</li> </ul>		<b>January 15</b> <ul style="list-style-type: none"> <li>COA Debriefing</li> </ul>	
February	<b>February 2</b> <ul style="list-style-type: none"> <li>2021 Annual Risk Assessment Review</li> </ul> <u>Quarterly Reviews (October – December)</u> <ul style="list-style-type: none"> <li>4<sup>th</sup> Quarter Risk Review</li> <li>4<sup>th</sup> Quarter Contract Risk</li> <li>4<sup>th</sup> Quarter HR Briefing/Workforce Assessment</li> </ul>		<b>February 19</b> <ul style="list-style-type: none"> <li>COA FAR</li> </ul>	
March	<b>March 2</b> <ul style="list-style-type: none"> <li>Emergency Preparedness Plan Review</li> <li>Facilities and Safety Management Plan Review</li> </ul>		<b>March 19</b>	
April	<b>April 6</b> <ul style="list-style-type: none"> <li>PQJ Plan Review</li> <li>Succession Plan Updates for Senior Team</li> </ul>		<b>April 16</b>	
May	<b>May 4</b> <u>Quarterly Reviews (January-March)</u> <ul style="list-style-type: none"> <li>1<sup>st</sup> Quarter Risk Review</li> <li>1<sup>st</sup> Quarter Contract Risk</li> <li>1<sup>st</sup> Quarter HR Briefing</li> </ul>		<b>May 21</b>	
June	<b>June 1</b> <ul style="list-style-type: none"> <li>PQJ Annual Report</li> </ul> <u>Human Resources</u> <ul style="list-style-type: none"> <li>Annual Employee Satisfaction Survey Analysis</li> <li>HR Audit Review</li> <li>Employee Handbook Review</li> </ul>		<b>June 18</b>	
July	<b>July 6</b> <ul style="list-style-type: none"> <li>Strategic Plan Progress Report</li> </ul>		<b>July 16</b>	
August	<b>August 3</b> <u>Quarterly Reviews (April-June)</u> <ul style="list-style-type: none"> <li>2<sup>nd</sup> Quarter Risk Review</li> <li>2<sup>nd</sup> Quarter Contract Risk</li> <li>2<sup>nd</sup> Quarter HR Briefing</li> </ul>		<b>August 20</b>	
September	<b>September 7</b>		<b>September 17</b>	
October	<b>October 5</b> <ul style="list-style-type: none"> <li>Agency Budget Prep</li> </ul>		<b>October 15</b>	
November	<b>November 2</b> <u>Quarterly Reviews (July-September)</u> <ul style="list-style-type: none"> <li>3<sup>rd</sup> Quarter Risk Review</li> <li>3<sup>rd</sup> 2<sup>nd</sup> Quarter Contract Risk</li> <li>3<sup>rd</sup> Quarter HR Briefing</li> </ul>		<b>November 19</b>	
December	<b>December 7</b> <ul style="list-style-type: none"> <li>Review of Independent Contractor Performance</li> <li>Employee Engagement Survey Results (odd years)</li> </ul>		<b>December 17</b>	

Calendars are used to develop meeting agendas and are a helpful tool to assure processes stay in place. They can be developed for the Executive Staff, Management Staff, etc. This is an example of Senior Staff Calendar.

## Appendix D: Stakeholder Groups

Nonprofit leaders overwhelmingly agree that creating and maintaining partnerships is critical to sustainability of the organization's mission. This list could expand to include partnership activities at all levels of the organization.

As part of an annual review process of the Succession Plan, document the list of local, state, and national partners that are key and what staff member is responsible for that relationship.

Stakeholder Group	Description
<b>Child Abuse Death Review Committee – Hillsborough County</b>	Community partners that focus on developing a communitywide approach by Executive Director.
<b>Children's Committee</b>	Florida Department of Children & Families - Suncoast Region monthly meeting to support children and families with community services to prevent involvement in the dependency and court systems. Lead author of the 5 Year Prevention and Permanency Plan.
<b>Healthy Families Hillsborough Advisory Committee</b>	Community members representing the faith community, business owners, diverse cultures, early childhood and current or former Healthy Families participants that serve as advisors in the planning, implementing, and assessing of HFH program services. Quarterly Meetings attended by Associate Director.
<b>Healthy Families Hillsborough Partnership</b>	A mechanism to facilitate constructive communication among programs and services involved with delivery Healthy Family services within Hillsborough County. Monthly meetings attended by Associate Director.
<b>HCPRC</b>	The Hillsborough County Parenting & Resource Coalition collaborates to provide resources and education to insure effective continuum care of life. Monthly meetings attended by case management staff.
<b>Healthy Start Coalition Hillsborough Partnership Meeting</b>	Health and social services, media, schools, universities, government agencies, and businesses who impact issues related to our mission of improving the health and well-being of pregnant women, children and families in Hillsborough County. Monthly meeting attended by Associate Director.
<b>Home Visiting Advisory Board</b>	An advisory board comprised of local and statewide representatives of the locally available maternal child-health and early childhood home visiting models to develop a high-quality system of coordinated services that provide appropriate, targeted, and unduplicated services and referrals to all children, mothers, and families. Quarterly meetings attended by Associate Director and Program Director.
<b>Infant Mental Health Steering Committee</b>	Network of services and supports for children and families in a variety of disciplines including information and referral, early care and education, early intervention, child welfare, child abuse prevention and infant mental health. Monthly meetings attended by Associate Director.
<b>REACH UP Interagency Management Team</b>	A mechanism to facilitate constructive communication among maternal child health partners to further develop effective system of care among various health & family services. Six meetings year attended by Associate Director.
<b>Sulphur Springs Neighborhood of Promise Leadership Council</b>	The Leadership Council is comprised of active residents and executive members from service providers and funders. The Leadership Council meets monthly and sets policies, goals and action and serves as the Board of Directors for SSNOP. Monthly meeting attended by Executive Director.
<b>Town &amp; Country Growing Up Great Partnership</b>	The purpose of the GuG partnership is to coordinate and connect the activities of the various program partners to serve families who reside in the targeted neighborhood. Monthly meeting attended by Associate Director.

APPENDIX E: Regulatory & Compliance Requirements

The compilation may evolve over time to include other organizational requirements. This document should be scheduled as part of an annual review process such as the annual risk assessment or as a stand-alone process. Reviewing this document at the same time each year allows for assignments to be made to assure the organization maintains regulatory compliance.

List of Annual Mandatory Registration	Report	Renewal Date	Renew at	Registration code	Notes	Person in charge
System for Award Management (SAM) Registration:	Registration for Federal Grants	Annual by 5/30	SAM.gov		Must have an active SAM registration in order to submit any information in Grants.gov.	CFO
FL Division of Corporation	Annual Report	Annual by 5/1	sunbiz.org		Must file annual report to register as an active corporation that can conduct business in Florida	CFO
FL Division of Corporation	Annual Report	Annual by 5/1	sunbiz.org		Check status of Fictitious name: Family Learning Center.	CFO
FL Department of Agriculture	Charitable Organizations Registration	Annual by 7/31	csapp.800helpfla.com		Must file application for CFC and Fictitious Name (FLC) annually in order to conduct any fundraising activity in Florida	CFO
US Department of Commerce Census Bureau	Report of Services provided by location	Annual by 2/25	portal.census.gov		Survey takes 3-4 hours to complete. Data is collected and combined with all FL Corporations.	CFO
FL Department of Health	Registration of Food Service Program for FLC	Annual by 8/30	floridahealth.gov		Annual registration necessary for food service program, and determination of rate.	. CURRENTLY UNASSIGNED