



**The First Tee of Central Coast
Succession Plan
Adopted May 2017**

Rationale

The executive director position in a nonprofit organization is a central element in the organization's success. Therefore, insuring that the functions of the executive director are well understood and even shared among 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 the leadership development and emergency succession plan for The First Tee of Central Coast. This plan reflects/serves as the Executive Succession Policy for The First Tee of Central Coast and demonstrates its commitment to sustaining a healthy functioning organization. The purpose of this plan is to insure that the organization's leadership has adequate information and a strategy to effectively manage the organization in the event the executive director is unable to fulfill his or her duties.

The Board of Directors of The First Tee of Central Coast recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, The First Tee of Central Coast has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership. The Board of Directors has reviewed the job description of the executive director. The job description is attached. The board has a clear understanding of the Executive Director's role in organizational leadership, program development, program administration, operations, board relationships, financial operations, resource development and community presence.

Temporary (Short-Term) Unplanned Absence

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 is authorized (or authorizes the Executive Committee) of The First Tee of Central Coast 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, one of the office's full-time employees is to immediately inform the Board Chair of the absence. As soon as it is feasible, the Chair 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:

Jessani Johnson – Assistant Executive Director

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:

(1) Billy Gibbs – Program director

(2) Terri Benson – Recognized Coach

If this Acting Executive Director is new to his/her position and fairly inexperienced with this organization (less than 12 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.

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 10% bonus (based on annual salary) for each 90 day period serving in this capacity

Board Oversight

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

Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority. As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the following key external stakeholders of The First Tee of Central Coast. This may include (but not be limited to) volunteer coaches, donors, and program families.

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead The First Tee of Central Coast should be determined by the Executive Director and the Board Chair. 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 Chair, with the intention of working their way back up to a full-time commitment.

Temporary (Long-Term) Unplanned Absence

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: The 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.

As the board president is leaving this summer. It is proposed the two regional VP's assume the president's role until a new president is elected.

Succession Plan for a Permanent Change in Executive Director (Proposed)

The Executive Director, Butch Breeden, plans to reduce his role as ED. The Succession Plan is to share the Executive Director's role with Jessani Johnson beginning in January 2018. They will work one year as co-executive directors with equal pay to be decided by the Board of Directors. It is ED Breeden's desire to then Remain in a paid position (pay reduction) as an assistant Ed focusing on fundraising. It is also proposed that Billy Gibbs (Program director) and Ms. Johnson work closely together. Their salaries should be commensurate with their positions. Both are important. After ED Breeden steps down the chapter needs to hire a Bookkeeper and donor management person to assist the New ED.

Information and Contact Inventory for The First Tee of Central Coast

Knowing where your organization's key information is located is critical so that if an emergency succession should occur, your organization would be able to quickly continue work in the most efficient and effective way.

Nonprofit Status	Onsite Location	Online Location
IRS Determination Letter	Executive Director office – Board Policy Manual	Lap Top/First Tee Folder/Board Info/Board Policy Manual/2016
Bylaws	Executive Director office – Board Policy Manual	Server/ First Tee Folder/Board Info/Board Policy Manual/2016
Board Minutes	n/a	Server/First Tee//Agendas and Minutes/2016

Financial Information

Employer Identification Number (EIN) #: 77-0524816

Nonprofit Status	Onsite Location	Online Location
IRS Form 990s*	Executive Director office – File Cabinet w/ Audit Information	Server/ First Tee /Budget/Financial/990's
Current and Previous Audited Financial Statements*	Executive Director office – File Cabinet	Server/ First Tee /Budget/Financial/Audit 2016
Quickbooks Assistant ED (Bookkeeper)	Quickbooks Assistant ED (Bookkeeper)	Server/ First Tee /Budget/Financial/Financials/2016
Blank Checks	Locked in bookkeeper's file cabinet	n/a
ED Computer Access/Bank Access	Top left drawer in ED office	LR has additional password list
Donor Records	n/a Jessant Has Passwords	CIVI
Client Records	n/a Jessani Has Passwords	CIVI
Volunteer Records	n/a Jessani Has Passwords	CIVI

* Jessani Johnson(Assist) ED/bookkeeper) also has access to all financial records and can be reached at 805-637-5042.

Auditor Information

Company Name: Bartlett, Pringle and Wolf, INC

Contact Name: Nina Pisani

Contact Information: 805-963-7811 ext 112 npisani@bpw.com

Bank Information

Bank Name: American Riviera Bank

Account Number: [REDACTED]

Authorized Signers: Greg Siadal, Butch Breeden

Brokerage Information

Company Name: None

Account Number: _____

Investment Information:

Company Name: None

Contact Name: _____

Contact Information: _____

Additional Information

Legal Counsel

Attorney Name: W Joe Bush – Allen & Kimbell
Contact Information: wjbush@aklaw.net 805-963-8611

Human Resources Information

All employee files are stored in the Executive Directors office in the file cabinet. Digital copies exist on the server (TFT Triangle/Human Resources/Employees) and a copy of the Employee Handbook exists there as well. This file is password protected and the password can be found inside the top-left desk drawer in the Executive Director’s office. Employee tax information can be found through Quickbooks who is also our payroll provider. The bookkeeper can provide access to this as needed by the Acting Executive Director.

Keys

We have two sheds Twin Lakes and Monarch. The keys to the storage bin at Twin Lakes the ED and Assist ED have keys, as well as Twin Lakes Pro Jim Lee. The Keys to the Monarch Shed are held by Darren Avrit and Billy Gibbs.

Insurance Information

Copies of all insurance information can be found in the Executive Director’s file cabinet. There is also a copy of binding coverages that can be found on the Laptop (First Tee/Insurance/ 2017). For more information about specific policies please refer to the following:

Policy Type	Company	Contact Name	Phone/Email
General Liability	Nonprofits Ins Alliance of California	Tolman &Wiker Ins Services	Carmen Valenzuela Account manager 805-361-7415 cvalenzuela@tolmanwiker.com
Directors & Officers	Same	Same	Same
Workers Compensation	Employer’s Compensation	Same	Same

Date of Completion for Information and Contact Inventory: May 2017

Name of Person Completing Document: Butch Breeden

The Emergency Succession Plan and the supporting documents (the information and contact inventory and job description) should be reviewed and updated annually.

Signatures of Approval

On behalf of The First Tee of Central Coast we attest this plan has been reviewed and approved by all necessary parties.

Executive Director _ Butch Breeden (signature) _____ (date) _____

Board Chair_ Mike Nelson (signature) _____ (date) _____

Acting Executive Director_ Jessani Johnson (signature) _____ (date) _____