



National Association of Free & Charitable Clinics *Succession Plan Strategy*

Transition for a non-profit can be a time of turmoil, excitement, new challenges, vulnerability, and an opportunity for growth and change. In the event of a transition, the Board of the National Association of Free & Charitable Clinics (NAFC) will need to be prepared to answer the question: “Where do we go from here, and how we get there in the meantime?”

This document will serve as a guideline for the NAFC Board of Directors during this process.

Reasoning

During the absence of the President and CEO for a significant duration, this position needs coverage. The Vice President will be appointed to serve as the Acting President and CEO. All contracting companies/individuals will continue to serve the NAFC in their current capacity. The NAFC staff, both contract and in-house, will understand that their direct supervisor will be the Acting/Interim CEO during the absence of the CEO.

While the NAFC Board recognizes that an extended unplanned absence of the current CEO is unlikely, it understands the need to have a continuation of services for its members. Therefore, the Board finds it essential to identify a succession plan to ensure the NAFC continues to grow and serve its members in the best manner possible.

Unplanned /Temporary or Short-Term Absence of the President and CEO

An unplanned/temporary absence of the President and CEO is defined as:

The President and CEO’s inability to meet day-to-day obligations through a virtual or on-site presence due to unexpected circumstances unrelated to vacation or sick time, this period lasts no longer than six (6) weeks.

A short-term absence of the CEO is defined as:

The President and CEO’s inability to meet day-to-day obligations through a virtual or on-site presence resulting from an emergency or extended sickness lasting three (3) months or less, in this situation, the absence is anticipated.

President and CEO’s Duties and Responsibilities

The NAFC President and CEO’s job responsibilities that will need coverage during an absence include but are not limited to the following:

1. Communicating to the NAFC Membership updates on legislative issues and NAFC priorities, policies, and activities.



2. Securing or enhancing revenue streams for the NAFC.
3. Honoring contract and grant requirements of the NAFC
4. Providing material and communications to the Board of Directors that is necessary to have productive Board meetings to achieve goals outlined in the NAFC Policy Manual.
5. Continuing speaking engagements and meetings (both in person and on teleconferences) on behalf of the NAFC.
6. Continuing legislative and policy meetings on behalf of the NAFC.
7. Continuing press outreach on behalf of the NAFC.
8. Continuing community outreach on behalf of the NAFC.
9. Maintaining the accounting, contractual, and fundraising activities of the NAFC.
10. Developing and maintaining critical relationships with partners, funders, committees, policymakers, non-profits, and the press.
11. Continuing to manage the NAFC staff and honor any contracts of the organization
12. Strategic leadership aligning with the Ends Priorities and Board approved Goals.

Establishing a timeline for the succession plan

Upon notification of an unplanned/temporary or short-term absence as defined above, the NAFC Chair of the Board will initiate the succession plan. As soon as possible, the Chair will contact all NAFC Board members and stakeholders in writing and/or via phone to inform them that the succession plan is in place.

A. Roles of the Acting CEO, additional staff, contract workers, and Board during the CEO's Absence

The Acting CEO will assume the President and CEO's roles and responsibilities. NAFC staff, both contract and in-house, will continue to serve in their existing roles with the NAFC and understand that their direct supervisor will be the Acting CEO.

1. Contracts not approved in the Annual Budget will not be signed without the approval of the NAFC Board Chair or Treasurer in compliance with the policy governance manual.
2. With approval from the NAFC Board Chair, the Acting CEO will have authority, decision-making, and contract authority in compliance with the policy governance manual.
3. The Acting CEO will serve as the public relations contact(s) for the NAFC in compliance with the policy governance manual.
4. The Acting CEO will assume all the above responsibilities in compliance with the policy governance manual.
5. The Acting CEO will work with NAFC staff (internal and contract) to ensure a smooth transition in roles and responsibilities, including Committee work and policy governance expectations.
6. The Acting CEO will review the Board Approved Policy Governance Manual, contracts, and staff job descriptions and use this information to run the organization.



7. The Acting CEO will work with the Nominating Committee Chair to ensure the nomination process complies with the policy manual.
8. The Acting CEO will work closely with organizational and advisory working groups and task forces.
9. The Acting CEO will review the job descriptions of the Vice President Position and, when possible, reassign administrative/operations functions to the Director of Strategic Initiatives. The Acting CEO will work with the Program Manager, who processes membership checks and handles the donations checks. The off-site accounting staff ensures that the financial responsibilities of the organization are well managed. The NAFC staff will remain in close contact with the Treasurer and, when necessary, the Board Chair to address topics such as money transfers, check writing, contract signing, processing of donations, etc. The Treasurer will provide reports to the NAFC Chair and, when applicable, to the Board for review. All actions will comply with the Policy Governance Manual.

Training of Key Stakeholders

The current President and CEO must provide the necessary information, documentation, materials, tools, and training for the Vice President and the NAFC in-house staff to fulfill President and CEO Board mandated responsibilities while working in the absence of the CEO. Given that the NAFC is a cloud-based office, most of the necessary information is stored on the virtual server to which all NAFC staff members have access. A separate folder will be accessible by the Acting CEO and Board Chair.

In a separate and secure document, the President and CEO will provide a list of email usernames and passwords, contact lists, phone numbers, and keys to the office of the Acting President and CEO for use in the event of the President and CEO's absence.

The Acting President and CEO will answer all phone calls, mail, and emails intended for the NAFC President and CEO. These electronic communications will be forwarded to an agreed-upon address or placed where they will be easily accessible.

Board Executive Committee Responsibility for Succession Plan

The Board Chair and Governance Committee Chair accept the responsibility to monitor and evaluate the implementation of the Succession Plan.

The transition from Succession Plan

The President and CEO and the NAFC Board Chair will agree on a mutually beneficial start date for the return to work. The President and CEO will return to a full-time work schedule as soon as possible following an absence.

Succession Plan in the Event of a Planned Resignation



A planned resignation shall be defined as the permanent vacancy of the President and CEO position. The President and CEO will give at least one (1) months' notice before vacating the job. However, it is encouraged that the President and CEO provide as much notice as possible.

Procedures

During the transition process, the NAFC Board will use the short-term succession plan outlined in **Section A** above. If the NAFC Board prefers, it may appoint an Acting/Interim President and CEO until a permanent replacement is found.

The NAFC Board Chair will appoint a Search Committee charged with recruiting and interviewing candidates and making a recommendation to the NAFC Board, with whom the hiring decision rests. As part of the process, the Search Committee will review the NAFC Mission and Vision statement, the NAFC Policy Manual and goals, NAFC organizational structure, and the CEO's job description and salary. The Search Committee will also speak with the NAFC Board and other stakeholders to gain their opinions and suggestions regarding the new CEO. The NAFC will work with a search firm to identify candidates for this position. The Search Committee will conduct phone interviews of selected candidates and narrow the President and CEO search to three (3) candidates for interviews with the entire NAFC Board.

Approvals and Maintenance of Record Succession Plan Approval

This Succession Plan will be reviewed and approved by the Board of Directors.

Maintenance of Record

The Board Chair, President, and CEO, the NAFC Vice Chair, and the NAFC Secretary shall maintain copies of this Succession Plan.

Succession Plan in the Event of the Vice President's Leave of Absence (Planned or Unplanned)

It is the responsibility of the current Vice President to provide the necessary information, documentation, materials, tools, and training for the President and CEO and the NAFC in-house staff to be able to fulfill position responsibilities. Given that the NAFC is a cloud-based office, most of the necessary information is stored on the virtual server to which all NAFC staff members have access. In a separate and secure document, the Vice President will provide a list of emails, usernames, and passwords, contact lists, phone numbers, and keys to the office of the President and CEO for use during the absence/transition. Electronic communications and voice mails will be forwarded to an agreed-upon address or placed where they will be easily accessible.

The CEO will review the job description of the Vice President and, when possible, reassign any tasks between the Director of Strategic Initiatives, the PR Manager, the Program Manager, and the Program Coordinator. Temporary staff will be hired to assist in functions as needed and



appropriate. The President and CEO will work closely with the Board Chair and appropriate committees or working groups to ensure that programs and projects remain on schedule.

Succession Plan in the Event of the Director of Strategic Initiatives Leave of Absence (Planned or Unplanned)

The current Director of Strategic Initiatives is responsible for providing the necessary information, documentation, materials, tools, and training for the President, CEO, and the NAFC in-house staff to fulfill position responsibilities. Given that the NAFC is a cloud-based office, most of the necessary information is stored on the virtual server to which all NAFC staff members have access. In a separate and secure document, the Director of Strategic Initiatives will provide a list of emails, usernames, and passwords, contact lists, phone numbers, and keys to the office for use during the absence/transition. Electronic communications and voice mails will be forwarded to an agreed-upon address or placed where they will be easily accessible.

The CEO will review the job description of the Director of Strategic Initiatives and, when possible, reassign any tasks between the VP, PR Manager, Program Manager, and Program Coordinator. Temporary staff will be hired to assist in functions as needed and appropriate. The President and CEO will work closely with the Board Chair and appropriate committees or working groups to ensure that programs and projects remain on schedule.