

Kansas Land Trust

Succession Plan

Part 1: Emergency Succession Planning

This plan addresses circumstances when the Kansas Land Trust (KLT) faces an *unplanned* event impacting whether the Executive Director can perform her/his duties. The purpose is to provide stability by defining tasks and responsibilities to be carried out in the short term, and by whom, and includes a current inventory of all critical organizational records, service providers, and key stakeholders.

Definitions

This plan covers the following situations:

- Succession Plan in Event of a Temporary, Unplanned Absence: Short Term
- Succession Plan in Event of a Temporary, Unplanned Absence: Long Term
- Permanent Change in Executive Director

An unplanned absence arises unexpectedly such as when the Executive Director will return to her/his position once the events precipitating the absence are resolved. A temporary absence is less than three months. A long-term absence is expected to last more than three months. A permanent change is when the Executive Director will not be returning to the position. The Board of Directors is authorized to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

Procedures and Conditions – Executive Director

In the event of an unplanned absence of the Executive Director, the staff or Board Member who is first aware of the situation, is to immediately inform the Board President (or a member of the Executive Committee if the board President is not available) of the absence. As soon as it is feasible, the President should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Executive Committee deems appropriate. This should be followed soon after by a full board meeting (conference call is acceptable) so that each member of the board of directors is fully informed and engaged. A majority vote by the full board is needed to affirm the actions of the Executive Committee. It is understood that the Executive Committee has been delegated the authority to immediately begin its responsibilities.

At the time that this plan was approved, the position of Acting Executive Director (Acting ED) would be filled at the discretion of the executive committee by a person with the appropriate skills and qualifications such as a senior staff member, board member, or consultant. 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 ED shall have the full authority as would the regular Executive Director for decision-making and actions within KLT's established standards, policies, and practices. The Acting ED may be offered a temporary salary increase at the discretion of the full Board commensurate with the individual's level of expertise, skills, and responsibilities.

Board Oversight

The Executive Committee, or delegated individuals within the Executive Committee by that Committee, shall be responsible for monitoring and supporting the work of the Acting ED.

The above named people will be attentive to the special needs of the Acting ED in this temporary leadership role. It is expected that the Board President will focus on communicating with the full board and convening an emergency board meeting to enact this plan supporting the role and responsibilities of the Executive Committee. The above named people will be responsible for bi-weekly meetings with the Acting ED focusing on supporting that person as well as ensuring that they have the necessary support of board members. As appropriate, other staff, may also be asked to join these meetings.

I. Communications

As soon as possible after the Emergency Plan has been activated with a division of responsibilities (however temporary) is in place, Board members, staff (including the Acting ED if applicable) should communicate the temporary leadership structure to key external stakeholders as identified below. Contacts for these individuals can be found within the office Outlook Contacts, Office 365, the Microsoft Access Donor database, or the hyperlinks provided below:

Partners

- Jeff Keating, Fort Riley ACUB program
- Chip Blaser, Douglas County Community Foundation
- Rod Manes, The Nature Conservancy
- Mike Beam, Ranchland Trust of Kansas
- Greg Kramos, USFWS
- Carolyn Waldron, Midwest Land Trust Alliance
- Leslie Ratley-Beach, Terraforma

Major Donors <Z:\Fundraising\2017\Donors Major Donors 2017.xls>

Civic Leaders

- Appropriate local government leaders: county and city commission

Vendors

- Tamara Werth, landlord
- Brent Fry, accountant

As a land trust cannot know the nature of an emergency in advance, the communication plan should also anticipate contact with the press. Protocol would typically dictate that the Board President would be the sole individual speaking on behalf of the organization to the media.

II. Materials and Equipment Recovery

Materials and/or equipment (such as external hard drives, chairs, table, keys, and business credit card) that may have been in possession of the Executive Director should be recovered as soon as possible.

Organizational records

- Server behind printer holds all digital organizational records
- KLT Board Records on Google Drive
 - Board <https://drive.google.com/open?id=0BwNVH5HbX-BmLVcyUTM0SzkwUjg>
 - Financial <https://drive.google.com/open?id=0BwNVH5HbX-BmZ01yWWFsRHIKRFk>
- KLT Financial Statements (by year) <..\..\Financial\Financial Statements>
- KLT Budget <Z:\Financial\Budgets\2018\KLT Budgets 2018.xlsx>
- KLT Dashboard <..\..\Financial\Budgets\2018\Dashboard.xlsx>
- KLT Fundraising (by year) <Z:\Fundraising>
- KLT Tax Records (by year) <..\..\Financial\Taxes>
- KLT Audits (by year) <..\..\Financial\Audit>
- KLT Office Lease (by year) <..\..\Administrative\Leases\Office>
- KLT Insurance Policies (by year) <..\..\Administrative\Insurance\Policies>
- KLT Policy Folder <Z:\Standards Practices\Current>
- KLT Board Records <Z:\Board>
- KLT Board Minutes <Z:\Board\Minutes\KLTBoardMinutesSigned1990-2017.pdf>
- KLT Board & Staff Contacts <Z:\Board\Directors - Staff\KLTBoardStaffContacts.xlsx>
- Off-site Original Documents: Professional Storage (785) 842-1115
- Off-site External Hard Drive: Jerry Jost's home, Deborah Altus spouse (785) 766-0428
- KLT Master List (websites and passwords)
<Z:\Technology\Security\KLTMasterListTechnologyInformation.docx>
- IRS Determination Letter [Z:\Administrative\Organizational Documents\Kansas Land Trust Proof of 501\(c\)\(3\).pdf](Z:\Administrative\Organizational Documents\Kansas Land Trust Proof of 501(c)(3).pdf)
- Bylaws Z:\Standards Practices\Current\02B1_KLTBylaws.pdf
- Mission Statement Z:\Standards Practices\Current\01A_Mission11012009.docx
- Instructional videos

Office or equipment keys

- Keys to file cabinets, lock box, off-site fire cabinet with files at Professional Storage are in the right file cabinet drawer by west computer terminal. Other keys and financial information in the northwest file cabinet.
- Office keys: Amy Isenburg (913) 461-8447; Avery Koerner (785) 979-1867

Bank checks: Left file cabinet of east computer terminal

III. Division of Responsibilities

The Acting ED immediately takes on the following job description. <Z:\Administrative\Personnel\Job Descriptions\ExecutiveDirectorJobDescription.doc>

Following are some prioritized tasks for the Acting ED or delegated individuals:

1. Communicate and collaborate with the board on actions and responsibilities.
2. Communicate and assure key individuals listed in the preceding communications section that KLT is well managed, stable, and accountable meeting our obligations and commitments.
3. Communicate a similar message with the public through the following platforms:
 - <http://www.klt.org/>
 - <https://www.facebook.com/kansaslandtrust>
 - <https://login.mailchimp.com/?wcookie=fdccd94bcac424f3f98f>
 - <https://www.instagram.com/kansaslandtrust/>
 - <https://twitter.com/kansaslandtrust>
 - <https://www.linkedin.com/company/1405099/admin/updates/>
4. Divide and delegate prioritized actions and responsibilities with board members, staff, interns, and volunteers.
5. Receive, account, deposit, and acknowledge donations. Two individuals need to be present to open envelopes with revenue. Be prompt as possible to assure our donors that this transition is being managed smoothly. <Z:\Fundraising\Donor Recordkeeping Tasks.docx>
6. Record deposits and payments in QuickBooks with Brent Fry. Brent makes and prints the checks. Disburse payments to vendors.
7. Rebuild organizational capacity.
 - a. Recruit volunteers.
 - b. Explore filling any vacant position and/or making a temporary hire.
8. Monitor all easements within the calendar year.
 - Easement and monitoring records are kept in Microsoft Access <Z:\Database\KLT\Easements\KLT Easement Projects Front End.accdb>
 - All core easement documents are in PDF files <Z:\Easements\Archive>
 - All completed easements documents including monitoring reports can be found in the individual easement folders <Z:\Easements\Completed>
 - Field monitoring template for monitoring field notes <Z:\Standards Practices\11 Conservation Easement Stewardship\Monitoring\Field Monitoring Form 2010.doc>
9. Continue due diligence on active conservation easement projects.
 - Due diligence actions are recorded in Microsoft Access <Z:\Database\KLT\Easements\KLT Easement Projects Front End.accdb>
 - Active easement files are in <Z:\Easements\Active>
 - Instructions for baseline reports <..\..\Easements\Active\Exhibits\Procedures\Baseline Documentation Report Procedures.docx>

10. Fundraising

- a. Keep current with donation records, deposits, and acknowledgements.
- b. Communicate with donors about the transition.
- c. Cultivate major donors.
- d. Plan for the annual end-of-the-year appeal.

Completion of Emergency Succession Period:

The decision about when the absent Executive Director returns after a short-term or long-term absence should be determined by the Executive Director and the Executive Committee. They will decide upon a mutually agreed schedule. A reduced work schedule for a set period of time can be allowed, by approval of the Executive Committee, with the intention of the Executive Director working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months, that arises unexpectedly, in which it is expected that the Executive Director will return to her/his position once the events precipitating the absence are resolved. This is in contrast to a planned leave, such as a vacation or a sabbatical.

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

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 ED, to **temporarily filling positions in addition** to the management position left vacant by the Acting ED. 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 ED to carry the duties of both positions. The additional position descriptions would focus on covering the priority areas to which neither the Acting ED nor the temporary manager are able to attend.

Part II: Succession Plan in Event of a Permanent Change in Executive Director

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition Committee within 30 days of an announced permanent change to plan and carry out a transition to a new permanent Executive Director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the Board's capacity to plan and manage the transition and search. The Transition Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director (if the Board chooses not to utilize the Acting ED). As appropriate, the Transition Committee can select the retiring Executive Director as a non-voting advisor to the Committee. The Transition Committee will plan for the recruitment and selection of a permanent Executive Director.

Pathways to New Executive Director

Depending on the circumstances, the Board of Directors may pursue a variety of pathways to bringing in a new Executive Director.

1. Given advance preparation time, cultivate potential candidates for the position.
 - a. When making new hires, consider if this person could be a future Executive Director.
 - b. Engage potential candidates in a variety of roles within KLT including staff, temporary or contracted hires, volunteers, donors, special assignments, and board members.
 - c. Identify potential candidates and cultivate relationships with them by engaging them in KLT's work.
 - d. Identify potential candidates who while not familiar with land trusts would bring new needed skill sets and networks to KLT such as fundraising or entrepreneurial community partnerships.
2. Phase out the retiring Executive Director responsibilities while phasing in responsibilities with the new Director.
 - a. Explore the timing of how this transition could best flow while also considering budget implications.
 - b. Remain attentive to the personal dynamics within this transition and clarity of evolving roles and authorities. The new Executive Director will need to create her/his own leadership and management style and identity independent of the outgoing Executive Director.
 - c. Designate funds for this future transition.
3. Contract with a consultant to guide the transition with the Board of Directors.

Transition Committee Tasks

Unless otherwise directed by the Board of Directors, these are action steps for the Transition Committee in the selection of a new Executive Director.

1. List the responsibilities, role, and demands of the Executive Director.
2. List the assets (knowledge, skills, talents, abilities) of an ideal director.
 - a. Conduct an inventory of existing talents and skills, needed skills, and the organizational gaps that need to be filled. Prioritize the talents, skills, and experience in the selection of the new Executive Director.
3. Agree on a salary range.
4. Develop a future-oriented job description.
5. Complete the candidate profile which will be used in the job posting.
6. Outline tasks and schedules (3-4 months).
7. Decide how to involve staff and others.
8. Develop an application, disseminate the job posting, and gather a pool of candidates.

9. Create a selection process. <Z:\Standards Practices\7 Volunteers, Staff and Consultants\Research\Executive Director Hiring Checklist.docx>
 - a. Screen all received applications.
 - Resume evaluation sheet <Z:\Standards Practices\7 Volunteers, Staff and Consultants\Research\Executive Director Resume Evaluation Sheet.docx>
 - b. Choose who to interview.
 - c. Send background information about KLT to selected interviewees (brochures, publications, summary of protected lands, financial summary, history, etc).
10. Conduct interviews
 - a. 60 – 90 minutes
 - b. Follow set sequence of questions with each candidate
 - c. Keep the same people on the panel for all interviews
 - d. After each interview, panel discusses and records impressions and observations
11. Agree on a choice for Executive Director.
12. Negotiate the details and draft an employment agreement.
 - a. Convey that you are pleased to offer the job to the candidate.
 - b. Specify the exact amount of compensation offered to her/him.
 - c. Specify the benefits offered to her/him.
 - d. Specify the date on which to start the job.
 - e. Include a signature line that the candidate can sign.
 - f. Ask her/him to sign a copy of the offer letter and return it to you by a certain date. Give them at least one week to consider the job offer.
 - g. Mention if there is a probationary period and the length of the period.
 - h. Mention who she/he can contact if there are any questions.
 - i. Attach a copy of the job description
13. Notify all the other candidates with a sincere letter from KLT thanking them for their consideration and for interviewing for the job. Clearly explain that another candidate most closely matched the qualifications specified in the job description.

Support for Success

Following are action steps to support the new Executive Director for success:

- Develop an on-boarding plan that seeks to:
 - Define performance objectives
 - Identify early-stage priorities (30, 60, 90 days)
 - Establish long-term goals (6, 12, 18 months)
 - Set out clear expectations of the board, Executive Director, and staff
 - Provide coaching for an effective President/Executive Director partnership
 - Create evaluation systems
- Engage funders in the allocation of funds during the succession transition to retain the outgoing Executive Director to provide orientation, mentoring, training, and support to the incoming Executive Director

Following are some helpful resources.

<https://managementhelp.org/>

<http://www.minnesotanonprofits.org/nonprofit-resources>

Checklist for Acceptance of All Types of Emergency Succession Plans

- **Succession plan approval.** This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. **This plan should be reviewed periodically.**
- **Signatories.** The Board President, the Executive Director, and the Board Secretary shall sign this plan.
- **Copies.** Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained at <https://drive.google.com/open?id=0BwNVH5HbX-BmLVcyUTM0SzkwUjg>

Approval and Signatures

Emergency Plan Approved by:

Signed: Jerry Jost Date: 4/24/2018
Jerry Jost, Executive Director/Chief Executive Officer

Signed: Debra Baker Date: 6/26/2018
Debra Baker, President, Board of Directors

Signed: Susan Iversen Date: 4/24/2018
Susan Iversen, Secretary, Board of Directors