

*A Resource Document To  
Assure You and Your  
Organization That You Are  
Prepared For Transitions  
Whether Planned or Unplanned.*

**Executive  
Consulting**  
For The Nonprofit Sector, Inc.



**Transition Planning**

## **SETTING BOARD POLICY**

### **For Contingency Procedures During Times Of Transition**



**Vital Information Necessary To Lead  
Your Organization During Times Of Transition**

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# Executive Consulting

For The Nonprofit Sector, Inc.



## **SETTING BOARD POLICY**

### ***For Contingency Procedures During Times Of Transition***

The hiring of an Interim Executive Director is a strategic leadership decision that incurs additional costs for your organization and demands a significant return on your investment.

The purpose of this Succession Planning Guide is to help you make good policy decisions regarding the transition process you will employ to recruit, hire and support an Interim Executive Director. The Guide will also ask you to assemble important information to adequately prepare for the arrival of your interim chief professional officer. This document will also help you and the Board of Directors to have immediate access to information vital to the operations of your association that will significantly reduce the risk of unnecessary interruption during this particularly important time.

Executive Consulting's planning guide is provided to you as a courtesy to assure you have a guidance tool when facing a change in leadership. It is a template that can be adapted to make it appropriate for the needs of your organization.

***Under no circumstances should the content of this document be regarded as a substitute for legal advice or counsel.***

*The advice of a competent attorney should be sought any time a nonprofit is considering policy changes or activities that may affect the legal status or liability exposure of the organization.*

At Executive Consulting, we encourage our clients to take a thoughtful and careful approach to selecting an Interim Executive Director. Our goal is to help your organization during times of transition to find higher ground. We hope this Emergency Succession Planning Guide proves to be a useful tool in taking those important steps in partnership

Executive Consulting gratefully acknowledges the contributions of The Center for Nonprofit Advancement in Washington, DC for providing a significant portion of the content of this document for your use and consideration. Also contributing to the creation of this document are the Support Center for Nonprofit Management in New York City and CompassPoint Nonprofit Services in San Francisco.

We appreciate having the opportunity to be of service to you and your important mission of community service.

**JEFFREY R. WILCOX, CFRE**  
***President and Chief Executive Officer***

**Succession Planning Step #1:**

**ADOPTING A BOARD POLICY**

**Pre-Authorizing A Series Of Activities To Quickly Respond**

Whether planned or unplanned, a vacancy in the chief professional position creates an awkward series of events involving staff, volunteers, donors and the entire community. Depending on the variables that resulted in the vacancy, a significant period of time can be spent managing the people, processes and politics associated with your organization.

Executive Consulting recommends the adoption of a succession policy by a Board of Directors that will authorize the organization to immediately enact a series of steps that will help the organization to continue its services without interruption during times of short-term absences and following a termination of the Executive Director.

There are three situations that can result in a vacancy in the Executive Director position:

- A short-term leave of absence
- A long-term leave of absence
- A permanent vacating of the position

Based on our experiences, Executive Consulting recommends the following succession planning approach and policy statement to our clients:

**Succession Policy Statement For Board Approval**

The Board of Directors recognizes that a policy for contingencies due to the disability, death or departure of the Executive Director represents sound governance practices. The Board annually reviews the job description of the executive director as part of an annual executive evaluation process. The current job description is attached to this policy statement.

It is a primary function of the Board of Directors to have a clear understanding of the Executive Director's role in operations leadership, program development, program administration, supporting the Board and committees, volunteer management, financial operations, fundraising, community presence and human resources.

**SUCCESSION POLICY:  
IN THE EVENT OF A TEMPORARY, UNPLANNED ABSENCE  
A Vacancy In The Executive Position Less Than Three Months**

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his or 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 in the cases of extended vacation or sabbatical.

The Board of Directors authorizes the Executive Committee (or officers of the Board) to implement the terms of this emergency plan in the event of the unplanned short-term absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the highest ranking staff member is to immediately inform the Chairman of the Board or the highest ranking volunteer Board member of the absence. As soon as it is feasible, the Chair should convene a meeting of the officers of the corporation to affirm the procedures prescribed in this policy statement and make modifications as the officers deem appropriate for the circumstances of the situation.

At the time this policy statement was approved, the position of Acting Executive Director would be (Name of Person and the Person's Title). 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 (names and titles in descending order of seniority to the position).

If the Acting Executive Director is new to his or her position and fairly inexperienced with the organization (less than 12 months), the officers of the corporation may decide to appoint one of the back-up appointees to the acting executive position or elect to seek an interim executive director from outside of the organization with the experience and credentials to lead the organization during the period of the absence.

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the Executive Director of the organization. The Acting Executive Director, at the discretion of the officers of the corporation, may be offered a temporary salary increase to the entry-level salary of the executive director position or offered a bonus in a mutually negotiated amount to be paid during the Acting Executive Director period. Should the officers of the corporation choose to secure an independent Interim Executive Director, the officers of the corporation are authorized to pay a fee for such services as deemed reasonable and appropriate to assure the organization is provided quality leadership without interruption.

The Board Member responsible for supervising and monitoring the work of the Acting Executive Director shall be the Chairman of the Board. Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair or the highest ranking Board member available will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority in writing. As soon as feasible, the Acting Executive Director in concert with the Board Chair or the highest ranking Board member available to community the temporary leadership structure to key external supporters which include, but are not limited to, government contracts officers, foundation program officers, civic leaders, and major donors.

The decision about when the absent Executive Director may return to the position shall be determined by the officers of the corporation. 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 back to a full-time commitment over a reasonable period of time appropriate to the circumstances necessitating the short-term absence.

## **SUCCESSION POLICY: IN THE EVENT OF A LONG-TERM, UNPLANNED ABSENCE A Vacancy In The Executive Position More Than Three Months**

A long-term absence is one that is expected to last more than three months but no longer than one year in length. The procedures and conditions to be followed shall be the same as for a short-term absence with the following additions:

The Executive Committee or the Officers of the Corporation will give immediate consideration, in consultation with the Acting Executive Director, to temporarily fill the management position left vacant by the Acting Executive Director if the Acting Executive Director is currently an employee of the organization.

In the event that an independent third party has been selected as Acting Executive Director, the Executive Committee or the Officers of the Corporation are authorized to extend the contract up to one year from date of hire with payment of additional fees as deemed appropriate and reasonable by the Executive Committee or the Officers of the Corporation.

The decision about when the absent Executive Director may return to the position shall be determined by the acting or interim executive director and the officers of the corporation. 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 back to a full-time commitment over a reasonable period of time appropriate to the circumstances necessitating the long-term absence.

## **SUCCESSION POLICY: IN THE EVENT OF A PERMANENT CHANGE IN EXECUTIVE DIRECTOR A Vacancy In The Executive Position Caused By Death, Disability, Resignation or Termination**

A permanent change is one in which it has been firmly established that the Executive Director will not be returning to the position or has been removed from the position according to Board approved policy.

The Board of Directors shall appoint a Transition and Search Committee or will authorize the Executive Committee or the Officers of the Corporation to act as a Transition and Search Committee within 7 days of the position having been vacated.

The Transition and Search Committee is authorized to determine the need for an Interim Executive Director and carry out a plan for the recruitment and selection of an Interim Executive Director and/or the permanent replacement for the position. The Executive Committee or the Officers of the Corporation are expected to regularly inform the Board of Directors of the plans, proceedings and outcomes of the Transition and Search Committee by special meeting and written reports as deemed appropriate and feasible.

Prior to extending a written offer of employment, the final candidate for the permanent replacement of the Executive Director being recommended by the Transition and Search Committee requires a presentation of the candidate and full disclosure of the employment offer for approval by a majority vote of the entire Board of Directors.

***Succession Planning Step #2:***

**KEEPING YOUR POLICY ACTIVE**

**An Annual Review of the Policy & Current Information**

A Succession Policy is a dynamic statement that should continually reflect the current conditions and experiences of your organization. In order to keep your policy relevant and to keep your current and new Board member aware of your succession plan, we recommend the following steps occur each year as prescribed by the Center for Nonprofit Advancement in Washington, DC:

- **ANNUAL SUCCESSION POLICY APPROVAL.** Policy statements should be reviewed by the Executive Committee each year and forwarded to the full Board of Directors for its vote and approval.
- **SIGNATORIES.** The Board Chair, Executive Director, and appointees for the position of Acting Executive Director should sign each policy for approval.
- **ORGANIZATIONAL CHARTS.** Two organizational charts should be prepared and attached to this plan reflecting the current staffing positions and lines of authority throughout the organization. A second organizational chart should be prepared that reflects how the structure will change within the context of an absence and as prescribed by the succession policy statement.
- **JOB DESCRIPTION.** The current job description of the Executive Director should be attached to this plan reflecting any changes that are, under the best of circumstances, are reviewed and revised annually to reflect current responsibilities of the position.
- **COPIES OF THE POLICY.** Copies of the approved Succession Policy along with the corresponding documentation should be held by the Board Chair, Executive Director, appointees to the position of Acting Executive Director, the human resources department, and the organization's attorney.
- **ORGANIZATIONAL INFORMATION.** A completed Essential Organizational Information and Contact Inventory Sheet (as provided elsewhere in this document) should be completed annually and attached to this plan along with a current list of the organization's Board of Directors.

*A Resource Document To Assure You and Your Interim Leadership That Vital Pieces of Organizational Information Are Current and Accessible In Order To Effectively Lead The Organization During Transition*

**Executive  
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## Preparing For An Emergency

# ASSOCIATION INFORMATION INVENTORY

## Necessary Checklists For The Board & Interim Executive



**Vital Information Necessary To Lead  
Your Organization During Times Of Transition**

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## **ASSOCIATION INFORMATION INVENTORY** ***Necessary Checklists For The Board & Interim Executive***

It's been said that leadership is only as good as the information that is provided to help the leader make good decisions about the future course of the organization. Our Association Information Inventory is provided to help everyone involved in a leadership capacity to have access to factual information vital to managing a nonprofit organization.

When a vacancy occurs in the Executive Director position, for any reason, it is best that a checklist of information be available so as to promote continued service without interruption. The location of documents, the status of current contracts, understanding promises that have been made, and quick access to vendors with important information are all essential resources to moving forward when an interruption in leadership occurs.

The following pages are meant to organize the organization and its leadership to prepare for planned or unplanned executive transition whenever it occurs. Executive Consulting highly recommends that the organization annually complete and review the Association Information Inventory and provide copies to the Chairman of the Board, Executive Director, legal counsel, and other senior managers and corporate officers as appropriate. A copy of this document should be attached to the Succession Planning Policy that is annually approved by the Board of Directors for immediate access.

When you secure an Interim Executive Director through our company, you want the professional to "hit the ground running." It is only when a leadership team is working from the same body of vital information that a "collective wisdom" can be quickly cultivated about the strategic direction of the organization based on the current health of the organization.

***The information contained in this document is confidential.***

***The distribution of the Inventory information should be carefully considered to make sure only the most appropriate leaders are aware of the current status of the organization.***

At Executive Consulting, our founding principle has been to help nonprofit organizations find higher ground during times of transition. We hope this Association Information Inventory proves to be a useful tool for helping you and your organization to realize higher ground each and every year.

Executive Consulting gratefully acknowledges the contributions of The Center for Nonprofit Advancement in Washington, DC for providing a significant portion of the content of this document for your use and consideration. Also contributing to the creation of this document are the Support Center for Nonprofit Management in New York City and CompassPoint Nonprofit Services in San Francisco.

We appreciate having the opportunity to be of service to you and your important mission of community service.

**JEFFREY R. WILCOX, CFRE**  
***President and Chief Executive Officer***

# THE ASSOCIATION INFORMATION INVENTORY

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

The Association Information Inventory is divided into sections that will let the Board of Directors, the Executive Director, and other members of the senior executive staff know how to quickly:

- **ACCESS DOCUMENTS** that are fundamental to the management and operation of a nonprofit organization
- **CONTACT VENDORS** who provide services and counsel to the organization including auditors, attorneys, payroll services, insurance companies, and facilities maintenance
- **REVIEW CONTRACTS** which present legal obligations of the organization to provide service or operate in a specific fashion
- **CONTACT KEY STAKEHOLDERS** who represent significant strategies planned or underway

Our experience in interim executive management has proven that vital information needs to be gathered and accessible in the following key areas of operations for review at all times:

- **FINANCES & PAYROLL**
- **BANKING**
- **INSURANCE**
- **LEGAL**
- **HUMAN RESOURCES**
- **FACILITIES**
- **SERVICE CONTRACTS**

The Inventory should be completed and reviewed annually to make sure that in unplanned or planned transitions, organizational leadership has direct access to vital information necessary for making strategic leadership decisions. A copy of the Association Information Inventory should be attached to the organization's annual Succession Planning Policy.

## Step #1:

# VITAL INFORMATION INVENTORY

*Do You Know Where Your Most Valuable Documents Are Located?*

	<b>Onsite Location</b> <i>Where?</i>	<b>Offsite Location</b> <i>Where?</i>	<b>Online URL</b> <i>Where?</i>
<b>Nonprofit Status</b>			
IRS Determination Letter	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Bylaws	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Mission Statement	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Board Minutes	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
Corporate Seal	<input type="checkbox"/> _____		

## Financial Information

**Employer Identification Number (EIN) #:** \_\_\_\_\_

Current and previous Form 990s	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
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Current and previous audited financial statements	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Financial Statements (if not part of the computer system and regularly backed-up)	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
State or District Sales-Tax Exemption Certificate	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Blank Checks	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Computer passwords	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Donor Records	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Client Records	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Vendor Records	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____
Volunteer Records*	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____	<input type="checkbox"/>	_____

*\*Note: Nonprofits that are heavily volunteer-based may need to know the following information about their volunteers who they are, how to contact them (home/work phone, email, cell, etc.), where they live/work, expertise, special skills, or any information related to their usefulness or willingness to help the Association (for example, volunteer Jane Doe can walk to our satellite office, lift heavy boxes and knows CPR).*

**Auditor**

Name: \_\_\_\_\_

Phone Number/Email: \_\_\_\_\_

Additional Vital Information About Auditor or Audit: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Step #2:**  
**KEY CONTACT INFORMATION**  
*Do You Know Where Your Funds Are Held & By Whom?*

**Banking Information**

Name(s): \_\_\_\_\_

Account & Account Number: \_\_\_\_\_

Account & Account Number: \_\_\_\_\_

Branch Representative(s): \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Name(s): \_\_\_\_\_

Account & Account Number: \_\_\_\_\_

Account & Account Number: \_\_\_\_\_

Branch Representative(s): \_\_\_\_\_

Phone Number: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

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**Who are the authorized check signers for your accounts?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**Investments Information**

Financial Planner / Broker Company \_\_\_\_\_

Representative Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Who is authorized to make transfers? \_\_\_\_\_  
\_\_\_\_\_

**Document Security**

Is there an office safe? Who has the combination/keys?

\_\_\_\_\_

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**Step #3:**  
**LEGAL INFORMATION**  
*Do You Know Your Current Legal Standing & Your Counselor?*

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**Legal Counsel**

*Attorney*

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail: \_\_\_\_\_

Most Recent Consultation With Legal Counsel: \_\_\_\_\_

Reason For Consultation: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Pending Litigation, if any: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Additional Vital Information About Legal Counsel: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**Step #4:**  
**HUMAN RESOURCES**  
*Do You Know Your Current Personnel & Payroll Information?*

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**Human Resources Information**

	<b>Onsite Location</b>	<b>Offsite Location</b>	<b>Online URL</b>
Employee Records/ Personnel Info*	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____
*Names, home addresses, phone numbers, email, emergency contacts, etc.			
I-9s	<input type="checkbox"/> _____	<input type="checkbox"/> _____	<input type="checkbox"/> _____

Additional Vital Information About Human Resources: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## Payroll Information

Company Name: \_\_\_\_\_

Account Number: \_\_\_\_\_

Payroll Rep: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Email: \_\_\_\_\_

Additional Vital Information About Payroll: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**Step #5:**  
**FACILITIES**

*Do You Know Your Current Facilities Management Information?*

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## Facilities Information

Office Lease (for renters)  \_\_\_\_\_  \_\_\_\_\_

Building Deed (for owners)  \_\_\_\_\_  \_\_\_\_\_

### *Building Management*

Company Name: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone Number/Email: \_\_\_\_\_

### *Office Security System*

Company Name: \_\_\_\_\_

Account Number \_\_\_\_\_

Representative Phone Number/Email: \_\_\_\_\_

Other Vital Information Regarding Facilities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Building Security Passcode:** \_\_\_\_\_

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**Step #6:**  
**CONTRACTS**  
*Do You Know Your Current Contract Obligations?*

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**Contracts Information**

Current Top Five Contracts Of The Organization & The Total Contract Amount:

\_\_\_\_\_

Status: \_\_\_\_\_

Contact: \_\_\_\_\_

\_\_\_\_\_

Status: \_\_\_\_\_

Contact: \_\_\_\_\_

\_\_\_\_\_

Status: \_\_\_\_\_

Contact: \_\_\_\_\_

\_\_\_\_\_

Status: \_\_\_\_\_

Contact: \_\_\_\_\_

\_\_\_\_\_

Status: \_\_\_\_\_

Contact: \_\_\_\_\_

Contracting Supervisor: \_\_\_\_\_

Current Pending Contracts For Follow-Up:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Additional Vital Information About Contracts: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**Step #7:**  
**INSURANCE**

*Do You Know Your Current Insurance Coverage & Have Adequate Protection?*

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**Insurance Information**

***General Liability / Commercial Umbrella***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Directors & Officers Liability***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Health Insurance***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Unemployment Insurance***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Workers' Compensation***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Long Term Care***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Disability Insurance (short-term)***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Disability Insurance (long-term)***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Life Insurance***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Dental***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

***Retirement Plan***

Company/Underwriter: \_\_\_\_\_  
Policy Number \_\_\_\_\_  
Representative Phone Number/Email: \_\_\_\_\_  
Broker Phone Number/Email: \_\_\_\_\_

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**Step #8:**  
**CRITICAL STRATEGIES**

*Do You Know The Status of Your Largest Projects, Advocacy Efforts, and Critical Association Strategies?*

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**Strategy Information**

Current Top Five Strategic Goals Of The Association

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Key Leadership Associated With These Strategies and Their Contact Information

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The Current Officers of the Board of Directors and Their Contact Information

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The Current Top Senior Executives of the Organization and Their Contact Information

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Additional Vital Information Related To The Strategic Position of the Association

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**Step #9:**  
**AUTHORIZATION & APPROVALS**  
*Is The Information Current and Correct?*

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**INVENTORY AUTHORIZATION**

**Date of Completion of Association Information Inventory:** \_\_\_\_\_

**Name of Person Completing Document:** \_\_\_\_\_

**Title of Person Completing Document:** \_\_\_\_\_

*Signature of Person Completing Document:* \_\_\_\_\_

**Signatures of Approval**

\_\_\_\_\_  
*Chairman of the Board*

\_\_\_\_\_  
*Executive Director*

- **Distribute a copy of the completed inventory to appropriate board members and senior staff**
- **Attach a copy of the report to your current Succession Planning Policy**
- **Provide an approved copy to your Interim or Acting Executive Director as soon as an agreement has been reached**
- **Up-date this document each year and review**