

# **Emergency Succession Plan For *Jungle Friends Primate Sanctuary***

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The Board of Directors of Jungle Friends Primate Sanctuary recognizes that this is a plan for contingencies due to the disability, death or departure of the Founder and Executive Director, Kari Bagnall. If the organization is faced with the unlikely event of an untimely vacancy, Jungle Friends has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of Jungle Friends 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 of Directors relationships, financial operations, resource development and community presence.

## **Temporary, Unplanned Absence of the Executive Director: Short-Term**

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to 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 Jungle Friends Primate Sanctuary 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, the Sanctuary Manager (or other highest ranking staff member) is to immediately inform the Board Chair (or highest ranking volunteer board member) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Board 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 will be filled by Sara Smith, Assistant to the Director. Sara has been a regular volunteer, then staff member, at Jungle Friends since January, 2002.

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) Helene Goldson, Board Secretary and
- (2) Elizabeth Fried, Director of Development

If this Acting Executive Director is new to his/her position and fairly inexperienced with this organization, the Board of Directors 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 compensation to be determined by the Board at that time.

## **Oversight**

The board member(s) responsible for monitoring the work of the Acting Executive Director shall be Helene Goldson (Board Secretary), Elizabeth Fried (Board Chair), and Claude Leasure (Board Member).

The above named people 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 Secretary 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 key external supporters of Jungle Friends Primate Sanctuary.

## **Completion of Short-Term Emergency Succession Period**

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

## **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 shall be the same as for a short-term absence with one addition:

The Board of Directors 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.

## **Permanent and Sudden Departure of the 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 these additions:

The Board of Directors will appoint a Search Committee to hire 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 and Search Committee will also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

A life insurance policy in the amount of \$250,000 is in place to fund the salary for four years (at current market salary for similar positions) of a new Executive Director in the event of the death of Kari Bagnall, current Executive Director.

## **Temporary, unplanned absence of critical staff**

Other paid staff will be evaluated after 6 months of employment using the attached Evaluation Form to determine readiness to move into leadership positions should the need arise. The evaluations will be stored with this succession plan and updated every 6 months by the Executive Director. In the event of a sudden, unplanned absence of the executive director, the evaluations will be used by the Board and Executive Director (if present) to determine an interim Executive Director, as well as to fill any of the following positions that have a direct and daily responsibility for monkey care: Sanctuary Manager, Monkey Caregivers, veterinary staff.

## Staff Evaluation Form

Name:	Current Role:	Completed By:	Date:
<b>Leadership Area</b>	<b>Strength</b>	<b>Proficient</b>	<b>Developmental Need</b>
<b>Support of Agency Values</b>			
<ul style="list-style-type: none"> <li>▪ Behaves consistently with sanctuary values</li> <li>▪ Displays respect for other individuals</li> <li>▪ Understands how to prioritize daily tasks</li> <li>▪ Able to make informed decisions regarding monkey health and well-being</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Leadership Promise</b>			
<ul style="list-style-type: none"> <li>▪ Is motivated to lead</li> <li>▪ Accepts accountability</li> <li>▪ Mobilizes resources/people to action</li> <li>▪ Has credibility with internal and external stakeholders</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Interpersonal Skills</b>			
<ul style="list-style-type: none"> <li>▪ Communicates clearly and effectively</li> <li>▪ Demonstrates diplomacy</li> <li>▪ Is trusted and respected</li> <li>▪ Is able to delegate appropriately</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Developmental Orientation</b>			
<ul style="list-style-type: none"> <li>▪ Has accurate self-insight</li> <li>▪ Is coachable; accepts feedback</li> <li>▪ Has history of learning from experience</li> <li>▪ Quickly learns new tasks</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>General Primate Knowledge</b>			
<ul style="list-style-type: none"> <li>▪ Behavior/Well-being</li> <li>▪ Health/Medical needs</li> <li>▪ Nutritional needs</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Critical Sanctuary Protocols</b>			
<ul style="list-style-type: none"> <li>▪ Capuchin/Spider/Squirrel monkey husbandry</li> <li>▪ Callitrichid husbandry</li> <li>▪ Diabetic and toothless diets</li> <li>▪ Medications</li> <li>▪ Clinic protocols and monkey health evaluation</li> <li>▪ Daily habitat maintenance/cleaning/enriching</li> <li>▪ Individual monkey identification</li> <li>▪ Individual monkeys' special needs</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Critical Administration and Facilities knowledge</b>			
<ul style="list-style-type: none"> <li>▪ Medical supplies &amp; inventory</li> <li>▪ Monkey food supplies &amp; inventory</li> <li>▪ Vendor payment (e.g. utilities, insurance)</li> <li>▪ Banking and other financials</li> <li>▪ Volunteer scheduling and management</li> <li>▪ Intern recruitment and management</li> <li>▪ Facilities maintenance</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

## Information and Contact Inventory for Jungle Friends Primate Sanctuary

<b>Nonprofit Status</b>	<b>Onsite Location</b>	<b>Offsite Location</b>
IRS Determination Letter	File Room, Tax Files	3724 NW 24th Blvd #304 Gainesville, FL 32605
IRS Form 1023	File Room, Tax Files	
Bylaws	File Room, Board of Directors Files	
Mission Statement	File Room, Board of Directors Files	
Board Minutes	File Room, Board of Directors Files	
Corporate Seal	Locked Cash Box	
<b>Financial Information</b>		
Employer Identification Number	(EIN) #: 86-0859789	
Current and previous Form 990s	File Room Tax Files	
Bank		TD Bank 4620 NW 39 <sup>th</sup> Ave, #A Gainesville, FL 32606 (352) 373-3310
Financial Planner/Broker Company	File Room Tax Files	etrade.com
Financial Statements	File Room Tax Files	3724 NW 24th Blvd #304 Gainesville, FL 32605
Authorized to make transfers	Kari Bagnall, Helene Goldson, Sara Smith	
Authorized check signers	Kari Bagnall, Helene Goldson	
Sales-Tax Exemption Certificate	File Room Tax Files	
Computer passwords	File Room, Locked Files	
Donor Records	Thank You and Order Logs	<a href="https://interland2.donorperfect.net">https://interland2.donorperfect.net</a>
Vendor Records	File Room Vendor Files	
Property Deeds	File Room Records	
<b>Administrative Information</b>		
Monkey Records	Clinic on site	3724 NW 24th Blvd #304 Gainesville, FL 32605
<b>Human Resources Information</b>		
Employee Records	File Room Staff Files	
Volunteer Records	File Room Volunteer Files	
Intern Records	File Room Intern Files	
<b>Legal Counsel</b>		
	Angie LeDuc 904-823-0097 aleduc87@comcast.net	
	Mindy Lasley 813-873-9047 mlasley@lasleylaw.com	
<b>Umbrella/Liability Insurance Information</b>	Scottsdale Insurance Co. Policy 424690	Hillcrest Agency Kevin McEwen 352-383-8164 Kevin@hillcrestinsurance.com
<b>Life Insurance Information</b>	Kari Bagnall, coverage amount \$250,000 Minnesota Life Policy 375298-G-US	Doug Smith 877-607-4376

## Signatures of Approval

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Board Chair Date

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Executive Director Date

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Other staff/board member Date

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Individual Selected as Acting Executive Director

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Date