



MID-OHIO REGIONAL  
**MORPC**  
PLANNING COMMISSION

111 Liberty Street, Suite 100  
Columbus, Ohio 43215  
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**NOTICE OF A MEETING**

**EXECUTIVE COMMITTEE MEETING  
MID-OHIO REGIONAL PLANNING COMMISSION  
111 LIBERTY STREET, SUITE 100  
COLUMBUS, OH 43215  
*BOARD ROOM***

Thursday, March 2, 2023  
1:30 p.m.

***Remote Option***

To join by video and see any screen sharing, click on “Join Microsoft Teams Meeting” below. You do not need to have Microsoft Teams for the link to work.

[Join Microsoft Teams Meeting](#)

Meeting ID: 277 952 164 779

Passcode: BFho9i

To participate by phone, use the conference call information below.

[+1 614-362-3056](#) Columbus  
[\(888\) 596-2819](#) United States (Toll-free)  
Phone Conference ID: 530 504 837#

**AGENDA**

1. **Welcome** – Chris Amorose Groomes, Chair
2. **Consent Agenda**
  - Approval of [February 2, 2023 minutes](#)
3. **Executive Director’s Report** – William Murdock, Executive Director
4. **Committee Updates**
  - **[Nominating Committee](#)** – Michelle Crandall, Chair
  - **Regional Data Advisory Committee** – Dave Dixon, Director of Data Analytics and Strategy
  - **Regional Policy Roundtable** – Joseph Garrity, Senior Director of Government Affairs & Community Relations
  - **Transportation Policy Committee** – Maria Schaper, Associate Director of Transportation & Interim Economic Development Officer

**William Murdock, AICP**  
Executive Director

**Erik J. Janas**  
Chair

**Chris Amorose Groomes**  
Vice Chair

**Michelle Crandall**  
Secretary

5. **Proposed Resolution EC-01-23: “Adopting MORPC’s Executive Succession Policy”** –  
Shawn Hufstedler, Chief Operating Officer
6. **Draft Commission Agenda**
7. **Other Business**

**PLEASE NOTIFY SHARI SAUNDERS AT 614-233-4169 OR [ssaunders@morpc.org](mailto:ssaunders@morpc.org)  
IF YOU REQUIRE SPECIAL ASSISTANCE.**

**The next Executive Committee Meeting is**  
**Thursday, April 6, 2023 at 1:30 p.m.**  
**111 Liberty Street, Suite 100**  
**Columbus, Ohio 43215**

**PARKING AND TRANSIT:** When parking in MORPC's parking lot, please be sure to park in a MORPC visitor space or in a space marked with a yellow “M”. Handicapped parking is available at the side of MORPC’s building. Electric vehicle charging stations are available for MORPC guests.

Indoor bike parking is available for MORPC guests.

MORPC is accessible by COTA BUS. The closest bus stop to MORPC is S. Front Street & W. Blenkner St. Buses that accommodate this stop are the Number 61 - Grove City, the Number 5 - West 5th Ave. /Refugee, and the Number 8 - Karl/S. High/Parsons. MORPC is accessible by COTA BUS. The closest bus stop to MORPC southbound is High Street & W. Blenkner Street. Buses that accommodate this stop are the 5 - West 5th Ave./Refugee, and the 8 - Karl/S. High/Parsons. The closest stop to MORPC northbound is High Street & E. Hoster Street. Buses that accommodate this stop are the 5 - West 5th Avenue/Refugee and the 8 - Karl/S. High/Parsons. Accessible from the Courthouse stop by a quick walk are COTA lines 1, 2, 4, and CMAX.



## Mid-Ohio Regional Planning Commission Executive Committee Meeting Minutes

Date: February 2, 2023  
Time: 1:30 p.m.  
Location: MORPC Town Hall

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### **Members Attending in Person**

Chris Amorose Groomes  
Karen Angelou

Erik Janas  
Kim Maggard

Rory McGuinness  
Joe Stefanov

### **Members Attending Remotely**

Jeff Benton  
Franklin Christman

David Scheffler  
Nancy White

### **MORPC Staff Attending in Person**

Todd Bradley  
Kerstin Carr  
Dave Dixon  
Andrea Doolittle  
Thea Ewing  
Joe Garrity

Nick Gill  
Ralonda Hampton  
Níel Jurist  
Eileen Leuby  
Kelsey Matson  
William Murdock

Anthony Perry  
Adam Porr  
Shari Saunders  
Maria Schaper  
Robert Williams

### **MORPC Staff Attending in Remotely**

Alisa Obukhova

### **Welcome – Chris Amorose Groomes**

Chair Chris Amorose Groomes called the meeting to order at 1:32 p.m. Chair Amorose Groomes extended condolences to the Village of Ashville in the loss of Mayor Charles Wise.

Commission Chair Erik Janas appointed the following members to the 2023 Nominating Committee:

- Jeff Benton
- Michelle Crandall, Chair
- Franklin Christman
- Michael Schadek
- Nancy White

### **Consent Agenda**

Joe Stefanov made a motion to approve the Consent Agenda, second by Rory McGuinness; motion passed.

### **Executive Director's Report – William Murdock**

William Murdock reported 2023 is off to a good start. We have a major new member joining this month, we hosted the Ohio Department of Developments' leadership team in our building, we met with Congressional members, we meet with the governor's office this afternoon, we are announcing a new membership benefit this afternoon that advances diversity and equity, and a press release is going out today regarding population forecasts. The distracted driving legislation is a major accomplishment for the state and MORPC.

Mr. Murdock shared that Thea Ewing is leaving MORPC to join the HNTB Team working with federal, state, and local entities on new and emerging transportation technologies across the country. Ms. Ewing shared it was a difficult decision and she will miss the colleagues and team

that does amazing work at MORPC. Mr. Murdock and the committee congratulated her and wished her well.

Mr. Murdock gave an update on the priorities set last year. The overhauled financial report will be shared later in the meeting. Mr. Murdock thanked Commissioner Benton for helping advise the team. Continued feedback from the committee will be helpful as we continue to make it a better process. Mr. Murdock thanked Finance Director Anthony Perry and Chief Operating Officer Shawn Hufstедler for their work on the report.

Mr. Murdock appreciates Robert Williams who is working on new partnerships and applying for grants for the residential services and weatherization programs. Mr. Williams is making staff adjustments and looking at ways to improve production and intake. We are looking at different scenarios of how we can reduce or eliminate the subsidy provided by the agency. We are engaged in producing a return-on-investment study over the last five to six years on the benefits of the program to the environment and the community.

MORPC, in consultation with the officers, is producing a succession plan. The plan looks at best practices for everything from when the executive director is out for a few days to what happens if there is a longer length of absence. Mr. Murdock thanked HR Director Andrea Doolittle for preparing the document. The plan will be presented to the Executive Committee in March.

We are preparing to post for the Strategic Director of Technology position. A private firm is helping us recruit candidates. Work continues on the Planner Pool. MORPC has received a lot of favorable feedback on the op ed regarding the Outer Outer Belt idea Mr. Murdock forwarded to the committee earlier.

The Executive Committee Retreat is March 10. Mr. Murdock thanked New Albany for hosting. The retreat includes Kenny McDonald sharing what's going on in the region, a tour of the Intel site, and a discussion on strategic framework messaging.

Last week a MORPC Team attended the National Association of Regional Councils National Conference of Regions in Washington, DC. The team was able to meet with the Federal Railroad Administration, Central Ohio Congressional Offices, and peers from around the country. Mr. Murdock thanked Joe Garrity and his team for their preparation for the trip. They prepared talking points and had copies of the Public Policy Agenda for each office the team met with.

Mr. Murdock congratulated Transportation Study Director Nick Gill for being at MORPC 30 years. In lieu of Ms. Ewing's departure, Mr. Murdock named Mr. Gill the Interim Senior Director of Programming and Mr. Murdock named Associate Director of Transportation Maria Schaper the Interim Economic Development Officer.

Mr. Murdock introduced and welcomed MORPC's new Regional Investment Officer Todd Bradley. Dr. Bradley is looking forward to contributing in different ways and bringing value to MORPC members and stakeholders.

The Federal Railroad Administration released the NOFO for the next phase of Amtrak study and funding. The deadline to apply is mid-March. Corridors need to apply to be considered. MORPC is working with business partners to make certain we do not miss the opportunity for potential

routes. We are meeting with the governor's office this afternoon and hoping to hear good news that they will be the lead applicant. The next step is to ask communities for letters of support.

MORPC is working with CHRR at OSU on a public opinion poll in conjunction with the State of the Region. All 15 counties will have the ability to ask a question. The Columbus Dispatch is our media partner. The focus for now is to get people to register for the survey.

The State of the Region is March 31 in the ballroom at the new Hilton Downtown. Mr. Murdock thanked premier sponsor Grove City. Ballots were provided to committee members to vote for the State of the Region awards. Results will be announced at the event.

- **Regional Population Forecast – Kerstin Carr, Chief Regional Strategy Officer & Senior Director of Planning**

Kerstin Carr presented the [2024-2050 Population Forecasts](#). MORPC's 15-county Central Ohio Region is on track to reach nearly 3.15 million residents by 2050. This places Central Ohio among the fastest-growing large metros in the country. While Franklin County will receive half of the newcomers, growth in surrounding counties will be more significant relative to their current populations.

Central Ohio, like the nation, is showing a continued trend of increased death rates and lower birth rates. Central Ohio is one of the only parts of the state benefitting from immigration from other states and countries.

Over 100,000 new housing units will be required in the next decade. According to the Building Industry Association (BIA) of Central Ohio, housing permitting must increase approximately two-fold from recent trends to meet anticipated demand. Thoughtful land use planning is critical to providing housing and transportation options, improving air quality, reducing greenhouse gas emissions, and protecting our rivers and lakes.

More information can be found on the [Central Ohio Population Resource Hub](#).

**Quarterly Financial Statements – William Murdock and Anthony Perry**

William Murdock thanked Commissioner Benton for his feedback on the updated financial report format. Anthony Perry shared that the updated report format is intended to provide needed information to members. Mr. Perry thanked Niel Jurist and the Communications & Engagement Team for their help designing the report and presentation. This is the first iteration of the updated format and we welcome input from the Committee. The two main changes are:

- Providing a visual presentation during the Executive Committee meeting
- Ensuring the quarterly report in the meeting packets provides better levels of detail and clearer attention to the areas we think you are most interested in

Mr. Perry presented the [Quarterly Financial Report 2022 Q1-4](#) highlighting:

- Budget vs. Expenses
- Operating Reserve
- Gain/Loss
- Fringe and indirect rates
- Investment Reserve
- Accounts Receivable
- Membership Dues

- RAPID 5

The full December 2022 Financial Report is available [here](#).

#### **Diversity, Equity & Inclusion Report – Ralonda Hampton**

Ralonda Hampton presented the [Diversity & Inclusion Update](#). Ms. Hampton reviewed the six areas of focus included in MORPC's Diversity Work Plan. The plan helps guides our diversity efforts, along with planning and decision-making, establishing priorities, and maintaining accountability.

MORPC's Diversity Spend goal is 15 percent. Our goal is to increase utilization of Minority Business Enterprises (MBEs) to five percent. We recently created an MBE Strategy to help reach that goal. The Ohio Minority Supplier Development Council offers increased procurement and business opportunities for MBEs while assisting in the development of supplier diversity programs.

The two main goals in the Workforce and Leadership focus area are to improve diverse representation and engagement and to commit to a culturally competent workforce and board. We have a new partnership with HBCU Connect that allows us to post job positions that will be shared with their members. In the next few months, this will also be offered free to Commission members.

#### **Quarterly Membership Update – Eileen Leuby**

Eileen Leuby presented the [Membership Services Report](#) highlighting:

- 2022 Board Attendance
- Opportunities to Build Value for Members
- Regional Update Breakfasts
- Central Ohio's Supply Chain Economic Outlook
- 2023 Rural Service Strategy
- Summer Internship Program

#### **Proposed Resolution 01-23: "Accepting Marion County as a member of the Mid-Ohio Regional Planning Commission (MORPC)" – William Murdock**

Kim Maggard made a motion to approve Resolution 01-23, second by Karen Angelou; motion passed.

#### **Nominating Committee Report – William Murdock**

William Murdock filled in for Nominating Committee Chair Michelle Crandall. The committee meets next week. There are two positions to fill. The committee will bring the recommended slate to the March Executive Committee Meeting.

#### **Regional Policy Roundtable – Joseph Garrity**

Joe Garrity gave a legislative update highlighting:

- NARC Conference – learn and share best practices
- Proposed State Budget
- New Speaker of the Ohio House Jason Stevens
- 11 of 18 community projects endorsed by the Columbus Region Coalition were funded – two are Competitive Advantage Projects

**Sustainability Advisory Committee – Kerstin Carr**

Kerstin Carr reported that Mayor Kessler will continue as Sustainability Advisory Committee Chair for the next two years and Mayor Jadwin will continue as Vice Chair. There are four new members: Alana Shockey, City of Columbus; Joe Lombardi, SWACO; Mayor Starr, City of Mount Vernon; and Sandra Nessing, AEP Ohio.

The EPA announced a proposal to revise the PM2.5 standard from 12 to 9-10 micrograms per cubic meter. If the standard goes to nine or below, our region will no longer be in attainment. The proposal is in a 60-day review period. MORPC is forming a committee to look at the proposal and consider the implications from a public health perspective and how it could impact the region in terms of transportation. Comments are due March 28.

A question was raised if there is a way we can monitor the air quality in neighborhoods built along highways, state routes, airports, etc., to help guide future neighborhood investment/development strategy.

**Transportation Policy Committee – Nick Gill**

Nick Gill reported the first round of Safer Streets for All grant awards were announced earlier this week. The City of Columbus received \$12 million for Livingston Avenue from Children's Hospital to I-70. MORPC received \$200,000 on behalf of CORPO for a comprehensive safety action plan.

MORPC awarded the following communities Technical Assistance Program Awards for 2023:

- City of Delaware – Safety Action Plan
- Berlin Township – Trail access and Greenways vision planning
- Brown Township – Trail access and Greenways vision planning
- City of Grove City – Trail access and Greenways vision planning
- Violet Township – Trail access and Greenways vision planning

The Attributable Funds Committee recommended committing \$148 million in new funding to 23 projects from 13 different entities.

MORPC sent the draft Transportation Improvement Program (TIP) to ODOT yesterday. The public comment period is March 10-April 10. The TIP will be presented for adoption in May.

The objectives and performance measures for the 2040-2050 Metropolitan Transportation Plan are on the agenda for adoption at next week's Transportation Policy Committee Meeting.

**Draft Commission Agenda**

The Executive Committee reviewed the draft February 9, 2023 Commission Meeting Agenda.

The meeting adjourned at 2:54 p.m.



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## Memorandum

**TO:** Mid-Ohio Regional Planning Commission  
Executive Committee  
Officers and Board Members

**FROM:** Michelle Crandall  
Nominating Committee Chair

**DATE:** March 9, 2023

**SUBJECT:** Nomination of Executive Committee Members

### Background:

In accordance with the Mid-Ohio Regional Planning Commission Articles of Agreement, the Commission will be notified at least five (5) days prior to the Annual Meeting as to the nominees for MORPC's Officers and Executive Committee members.

The Nominating Committee excerpt from the Articles is as follows:

"At least twenty (20) days prior to the annual meeting, the chair shall appoint the Nominating Committee. Said Nominating Committee having been duly appointed and confirmed shall, at least ten (10) days prior to the annual meeting of the COMMISSION, report the names of the candidates so nominated to the secretary. The secretary shall advise each member of the COMMISSION, in writing, at least five (5) days prior to the annual meeting as to the nominees so selected. At the annual meeting, the chair of the Nominating Committee shall report the names so nominated. After this report is presented, nominations from the floor shall be invited. Such nominations must be seconded. The secretary then shall prepare ballots properly identifying the nominees, said ballots shall be distributed and tallied during the annual meeting by a temporary committee appointed for that purpose."

### The Nominating Committee Members:

As noted in a memo, Commission Chair Erik Janas has appointed five members of the Nominating Committee.

- Michelle Crandall, Committee Chair, City of Hilliard
- Jeff Benton, Delaware County
- Mike Schadek, City of Columbus
- Franklin Christman, Village of Ashville
- Nancy White, Mifflin Township

Review of Current Members of Executive Committee:

Several Executive Committee positions do not have expiring terms this year and therefore require no action by the Nominating Committee. For information, these are listed below:

- 1) **Immediate Past Chair:** Karen Angelou (2014), Council Member, City of Gahanna
  - 2) **In second year of current two-year Executive Committee Term (expires 2024)**
    - a) David Scheffler (2020), Mayor, City of Lancaster
    - b) Michelle Crandall (2020), City Manager, City of Hilliard
    - c) Greg Lestini (2018), Bricker & Eckler LLP, Attorney, Franklin County representative
    - d) Franklin Christman (2018), Administrator, Village of Ashville
    - e) Chris Amorose Groomes (2018), City Council, City of Dublin
- 

Nominating Committee Recommendations:

The Nominating Committee convened on February 7, 2023, February 22, 2023, and March 2, 2023, and make the following recommendations for Officer positions and Executive Committee positions, which will be reported at the March 9, 2023 Commission meeting and considered at the April 13, 2023 Commission meeting:

The nominees for Officers for renewed one-year Officer Terms (expires 2024)

- **Chair:** Erik Janas, Deputy County Administrator, Franklin County
- **Vice-Chair:** Chris Amorose Groomes, Council Member, City of Dublin
- **Secretary:** Michelle Crandall, City Manager, City of Hilliard

The nominees for Executive Committee are:

- 1) **For renewal of one-year Executive Committee Terms (expires 2024)**
    - a) Joe Stefanov (2008), Chair of Benefits & Compensation, City Manager, City of New Albany
    - b) Nancy White (2017), Chair of Reserve & Investment Advisory, Fiscal Officer, Mifflin Township
    - c) Jennifer Gallagher (2017), Chair of Bylaws, Director of Public Service, City of Columbus
    - d) Erik Janas (2017), Chair, Deputy County Administrator, Franklin County
  - 2) **For renewal of two-year Executive Committee Term (expires 2025):**
    - a) Jeff Benton (2019), Commissioner, Delaware County
  - 3) **For new two-year Executive Committee Terms (expires 2025):**
    - a) Ben Kessler (2023), Mayor, City of Bexley
    - b) Kristen Atha (2023), Director of Public Utilities, City of Columbus
- 

Notes:

- 1) The year after each name refers to the first year of the member's current service on the Executive Committee. For example, Joe Smith (2017) means that Joe Smith's first term began in 2017 and he has served continuously since then.
- 2) Per the bylaws, Executive Committee members may serve up to three consecutive two-year terms. One-year extensions are available if serving as an officer or committee chair.



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## Memorandum

**TO:** Mid-Ohio Regional Planning Commission  
Executive Committee

**FROM:** Shawn Hufstedler  
Chief Operating Officer

**DATE:** February 24, 2023

**SUBJECT:** Proposed Resolution EC-01-23: **“Adopting MORPC’s Executive Succession Policy”**

The Executive Director position at the Mid-Ohio Regional Planning Commission is a central element in the agency’s success and critical to local governments and community partners across Central Ohio. Ensuring that the functions of the Executive Director are well-understood and shared among senior leadership is important for safeguarding the agency against unplanned and unexpected change as well as facilitating a smooth leadership transition when change is predictable and planned. The proposed Executive Succession Policy outlines leadership development and succession plans for the Executive Director position and provides guidance to the Board Officers, Executive Committee, and Executive Team.

Attachment: Resolution EC-01-23

## RESOLUTION EC-01-23

### **“Adopting MORPC’s Executive Succession Policy”**

WHEREAS, the Executive Director position at the Mid-Ohio Regional Planning Commission is a central element in the agency’s success and critical to local governments and community partners across Central Ohio; and

WHEREAS, ensuring that the functions of the Executive Director are well-understood and shared among senior leadership is important for safeguarding the agency against unplanned and unexpected change as well as facilitating a smooth leadership transition when change is predictable and planned; and

WHEREAS, the proposed Executive Succession Policy outlines leadership development and succession plans for the Executive Director position and provides guidance to the Board Officers, Executive Committee, and Executive Team; now therefore

### **BE IT RESOLVED BY THE EXECUTIVE COMMITTEE OF THE MID-OHIO REGIONAL PLANNING COMMISSION:**

- Section 1. That the MORPC Executive Succession Policy as documented in the Attachment is hereby adopted.
- Section 2. That the executive director is authorized to take such other action and execute and deliver such other documents as, acting with the advice of legal counsel, he shall deem necessary and appropriate to carry out the intent of this resolution.
- Section 3. That this committee finds and determines that all formal deliberations and actions of this committee concerning and relating to the adoption of this resolution were taken in open meetings of this committee.

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Chris Amorose Groomes, Chair  
**EXECUTIVE COMMITTEE**

Effective date: March 2, 2023  
Submitted by: Shawn Hufstedler, Chief Operating Officer  
Prepared by: Shari Saunders, Executive Coordinator  
Authority: Ohio Revised Code Section 713.21  
For action date: March 2, 2023  
Attachment: MORPC Executive Succession Policy



# MORPC EXECUTIVE SUCCESSION POLICY

## Mid-Ohio Region Planning Commission

### 1. Purpose

The Executive Director position at the Mid-Ohio Regional Planning Commission (MORPC) is a central element in the agency's success and critical to local governments and community partners across Central Ohio. Therefore, ensuring that the functions of the Executive Director are well- understood and shared among senior leadership is important for safeguarding the agency 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 Executive Succession Policy outlines leadership development and succession plans for the Executive Director position and provides guidance to the Board Officers, Executive Committee, and Executive Team. The purpose of this plan is to ensure that the agency's leadership has adequate information and a strategy to effectively manage MORPC in significant situations where the Executive Director is completely unavailable due to unforeseen circumstances, planning to leave the agency, or no longer in the position. Circumstances may be either permanent or temporary as defined in this policy.

Note that MORPC has a separate internal management policy for guidance during certain periods of reduced availability by the Executive Director, including planned multi-day work travel outside the MORPC region, use of PTO or other temporary leave benefits, and health situations which do not meet the definition of "disability" per MORPC's contract with the Executive Director.

### 2. Executive Succession Policy due to an EMERGENCY

- Applicable Situations:
  - The Executive Director is incapacitated due to a situation that qualifies as a "disability", "incompetence", or "administrative leave" under MORPC's contract with the Executive Director.
  - The Executive Director has unexpectedly left the agency or has announced intent to do so without required contractual notice.
  - The Executive Director is no longer living.

- Responsibilities and Actions:
  - During applicable situations, the Chief Operating Officer (COO) will consult the Executive Director for information (if not possible, then with their family representative and/or physician if needed), and as needed relevant sections of the Contract with the Executive Director, internal management and agency policies and bylaws, the human resources director, and agency legal team.
  - After such consideration, and until such time as the situation concludes or the Board Officers direct otherwise, the COO will:
    - Temporarily assume the responsibilities and implement the Temporary Staffing Strategy, both identified in Section 3.
    - Advise Board Officers of the situation along with a plan of action and details on any resulting responsibilities for Board Officers or Executive Committee.
    - Work with the Board Officers to inform the Executive Committee of the situation along with any necessary or immediate plans of action.

### 3. Key Executive Director Functions & Temporary Staffing Strategy

The Executive Director position description is attached to this policy.

Among the duties listed in the position description, the following are the key functions of the Executive Director and have a corresponding temporary staffing strategy.

Key Executive Director Functions	Temporary Staffing Strategy
Leadership and Vision	Strategic Framework, Board Officers, and Executive Team
Board Administration and Support	COO and Executive Assistant
Member Services and Programs, includes Membership Renewal	Senior Director of Gov't Affairs & Community Relations
Financial Management	COO with Finance Director
Key Operations Functions	COO with the Executive Team
Key Program Functions	Executive Team Leads
Human Resources	COO with Human Resources Director
Community & Public Relations	Senior Director of Communications & Engagement
Spokespersons	COO with the Executive Team

The positions assigned in the Temporary Staffing Strategy are based on MORPC's organizational structure as of January 2023. In the event this strategy is implemented and assigned positions are vacant or no longer available, the COO shall select other senior staff to support each of the key Executive Director functions.

#### **4. Executive Succession Policy due to a TEMPORARY absence**

##### **a. Applicable Situations:**

- A temporary absence is a situation in which the Executive Director is completely unavailable for a defined period, but it is expected that the Executive Director will return once the events precipitating the absence are resolved.
- Situations include those 30 days or more and may be planned or unplanned.

##### **b. Temporary Staffing Strategy**

- For absences of 90 or fewer days, the Temporary Staffing Strategy is effective.
- For those absences 90 days or more, the Board Officers in consultation with the COO shall determine if the Temporary Staffing Strategy is sufficient for the situation.

##### **c. Appointing an Acting Executive Director**

- Based on an anticipated absence of 90 days or more, the anticipated return date, and availability of the current Executive Director, the Executive Committee may decide to appoint an Acting Executive Director, continue to implement all or part of the Temporary Staffing Strategy, or some combination of both.

##### **d. Potential Appointees to the Position of Acting Executive Director**

- The Committee may select from available members of the Executive Team, including the COO and other senior directors.
- In the event the available staff are new to the position or fairly inexperienced with MORPC, the Executive Committee may consider another appointee or the option of splitting executive duties among designated appointees.

**e. Cross-Training**

- The Executive Director shall ensure each Executive-level position is trained for each of the key functions of the Executive Director listed in Section 3

**f. Authority and Restrictions of the Acting Executive Director**

- The Acting Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- The Acting Executive Director shall inform the Executive Committee and seek advice from the Board Officers on significant actions and decisions.
- For additional communication guidelines confer with Senior Director of Communications & Engagement.

**g. Compensation**

- Staff appointed as Acting Executive Director may receive a temporary wage adjustment for the duration of the assignment. This shall be determined by the Executive Committee based on the duration of the assignment and available resources.
- If the Acting Executive Director serves for 6 months or more, the Executive Committee may consider an additional wage adjustment.

**h. Board Oversight and Support to the Acting Executive Director**

- The Acting Executive Director reports to the Committee Chair.
- The Executive Committee shall be alerted to the special support needs of the Acting Executive Director in this temporary role.

**i. Communications**

- Within three business days after an Acting Executive Director is appointed, the Board Officers and the Acting Executive Director shall meet to develop a communications plan. The Senior Director of Communications & Engagement will provide advice and support.
- As soon as possible, the Board Chair and Acting Executive Director shall implement a communications plan to announce the agency's temporary leadership structure to staff, the Executive Committee, and key stakeholders.

- Key stakeholders include, but are not limited to:
  - Commission members
  - State, Federal, and non-profit officials
  - Other agency distribution lists and media

**j. Other considerations**

- The Executive Committee shall give immediate consideration, in response to a recommendation from the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director, or reassigning priority responsibilities to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Acting Director to carry the duties of both positions.
- As needed, the Board Officers are responsible for reviewing the performance of the Acting Executive Director according to the agency's Performance Review Policy.
- The Executive Committee may change the designation of Acting Executive Director as necessary, at which point the affected staff member may return to their original position.

**5. Executive Succession Policy due to a PERMANENT absence**

**a. Definition**

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position, whether planned or unplanned.
- This includes announced retirements and non-renewals of contract.

**b. Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary absence with the following additions:
  - The Executive Committee shall consider the need to hire an Interim Executive Director from inside or outside the agency instead of appointing an Acting Executive Director. This decision shall be guided, in part, by internal candidates for the Executive Director position, the expected time frame for hiring a permanent Executive Director, and the management needs of the agency at the time of the transition.
  - The Board Chair shall appoint a Transition Committee to implement the Executive Succession Policy and develop a process for hiring, onboarding, and managing the transition to a new permanent Executive Director.

**c. Hiring an Interim Executive Director**

- If an Interim Executive Director is hired, the Board Officers shall negotiate an independent contractor agreement with a defined scope of work, for approval by the Executive Committee.
- The scope of the agreement with an Interim Executive Director shall be determined based on an assessment of the agency's needs at the time of the transition.
- The rate of compensation shall be determined with staff support from the COO and Human Resources Director based on guidelines for Interim Executive Directors, salary comparables, and other relevant market information.

**d. Responsibilities of the Interim Executive Director**

- An Interim Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- The interim Executive Director shall inform the Executive Committee and seek advice from the Board Officers on significant actions and decisions.
- For additional communication guidelines, confer with Senior Director of Communications & Engagement.

**6. Approvals and maintenance of record**

**a. Executive Succession Policy Approval**

- This executive succession policy shall be approved by the Executive Committee and may be reviewed and updated as necessary.

**b. Maintenance of record**

- Copies of this plan shall be made available to all members of the Executive Committee, and Executive-level staff and the agency's auditor in accordance with document retention requirements.