

Management Team Emergency Backup At-A-Glance

This document provides an overview of the standing appointees and first backups of the Management Team. See the emergency backup plans for each individual position for details.

Martha Cantu, Operations Director

- 1st Backup: Roger Webb, Executive Director
- 2nd Backup: Barbara Booker, Budget Specialist

Joanna Cordry, Planning Coordinator

- 1st Backup: Sonya Hosey, *Grants Management Director*
- 2nd Backup: Cynthia Ellison, *Senior Grants Specialist*

Sonya Hosey, Grants Management Director

- 1st Backup: Cynthia Ellison, *Senior Grants Specialist*
- 2nd Backup: Joanna Cordry, *Planning Coordinator* with Grants Specialists support

Jessica Ramos, Public Policy Director

- 1st Backup: Melissa Loe, *Communications Coordinator* (Public information activities) and Roger Webb, *Executive Director* (Policy activities)
- 2nd Backup: Lucy Walker, *Public Information Specialist* and Belinda Carlton, *Public Policy Specialist*

Approval and Annual Update: Responsibility of the appropriate management team member and the Executive Director.

Approved by:

Roger Webb, Executive Director

Date

Texas Council for Developmental Disabilities

Executive Director Succession Procedure

Introduction

A change in executive leadership is inevitable for all organizations. An executive transition is a time of both risk and opportunity. It is a period in an organization's history when Council members and/or the Chair must increase their level of engagement. It is also a time when some may seek assurance of the organization's viability and long-term sustainability.

A succession procedure for the Executive Director position is a routine risk management and sustainability planning tool. The Procedure ensures organizational sustainability by providing a proactive, orderly plan for executive leadership transitions.

To that end, the Texas Council for Developmental Disabilities (TCDD) is adopting this succession procedure for purposes of:

- Focusing Council attention on leadership team development through annual communications between the Executive Director and Council about the depth of staffing and succession plans for Management Team positions, and
- Establishing principles, role clarity and procedures to support positive leadership transitions that foster good endings and beginnings with departing and arriving leaders and build organizational capacity when a planned or unplanned executive leadership change occurs.

The Council Chair shall be responsible for overseeing the implementation of this procedure and any related procedures, and for ensuring that the procedure is reviewed at least annually and updated as needed.

In the event of a planned or unplanned leadership transition, the Council shall immediately appoint a Transition Committee which shall plan and manage the transition, including the search for a new Executive Director.

Guiding Principles

- The Texas Council for Developmental Disabilities is open to and will consider both internal and external candidates when filling the Executive Director position. A competitive search will be conducted unless the Board concludes that a current staff member is appropriate and available for the job.
- In organizations such as Texas Council for Developmental Disabilities, the Executive Director's position is often shaped by the incumbent's talents and areas of specialized interest. That person's departure might necessitate other organizational changes including the creation of new positions and/or realignment of current positions.
- The preeminent goal of a transition to a new Executive Director is maintaining continuity of Texas Council for Developmental Disabilities' mission-related work.

- In conducting the executive search and hiring process for the Executive Director position, the Texas Council for Developmental Disabilities has agreed to follow the job posting and recruitment procedures of the Councils' designated state agency, the Texas Education Agency (TEA), as applicable to this specific situation. Those procedures may include training of the interview team on recruitment and interview process.

Lines of Authority

1. The selection of the Executive Director is the responsibility of the Council.
2. The current Executive Director has the responsibility to continuously identify, encourage, and help to develop senior management within the organization who are qualified to meet future leadership needs.
3. The current Executive Director has the responsibility to plan for the orderly transition of all senior management.

Emergency Backup Plan

1. Related to the position of Executive Director: To be prepared at all times for a leadership transition, the organization shall maintain an up-to-date Emergency Backup Plan with guidelines for the planned or unplanned, short-term and long-term absence of the Executive Director. This plan is approved by the Executive Committee on behalf of the Council and should be reviewed annually. The plan can also serve as the Transition Plan when there is a vacancy in the Executive Director position.
2. Related to Management Team Positions: To be prepared at all times for a senior management transition, the Executive Director shall maintain an up-to-date Emergency Backup Plan with guidelines for the planned or unplanned, short-term and long-term absence of members of the Management Team. Those plans are approved by the Executive Director with input from the Council Chair and Executive Committee and shall be made available to the Council.

Council Board Action in the Event of Vacancy in the Executive Director Position

1. Organizational Assessment: The Council Board or Executive Committee shall take time to fairly assess the leadership needs of the organization before the search for a new Executive Director is conducted. The assessment shall include a review and update (if needed) of the organization's future directions and the current Executive Director position description. The assessment will be designed to help assure the selection of a qualified and capable leader who fits well with the organization's mission, vision, values, culture, goals, and objectives, and who has the necessary skills to lead the organization. The Committee or Board will also determine an appropriate outreach strategy to recruit qualified applicants with skills necessary to carry out the organization's mission, vision, values, goals and objectives.
2. Option of appointing an Acting or Interim Executive Director: To assure the organization's operations are not interrupted while the Council assesses the leadership needs and recruits a new Executive Director, the Executive Committee may determine to appoint an Acting Executive Director from among senior management staff or hire an Interim Executive Director from outside the organization.

3. Duties of the Acting/Interim Executive Director: Among such duties will be to ensure that the organization continues to operate without disruption and that all organizational commitments previously made are appropriately executed, including but not limited to, grant and contract obligations, financial monitoring and reporting, program reports, speaking engagements, coordination and support for meetings of the Council and Committees, and other obligations to funders and other stakeholders.
4. Simultaneous transitions for the Executive Director and Senior Management Positions: Should the Executive Committee determine to appoint an Acting or Interim Executive Director from within, the Council may make other temporary senior management appointments from among other senior management staff, external hires, or whatever combination of those options best assures continuity in leadership and program success through the transition period and afterwards.

Preparation Time Frame for Replacement of the Executive Director

1. The optimal period for the Executive Director to announce his/her departure from that role – or proposed commencement of a new role in the organization – is at least six to twelve months before the date of departure.
2. The Council understands that the time required for successfully completing a planned leadership transition is approximately eight to twelve months.

Role of the Outgoing Executive Director in Planned Transitions

The departing Executive Director, unless otherwise directed by the Transition Committee, will be involved in some transition-related activities such as communicating with funders and other stakeholders, and briefing the incoming Executive Director. The departing Executive Director's role during the transition and after the new Executive Director starts shall be developed in consultation with the Council Chair and/or Transition Committee and communicated to the Council.

Initial Implementation of the Transition Plan

1. Within fifteen (15) days of the announcement of a planned departure, the Council Chair shall make recommendations to the Executive Committee for the membership of an Executive Transition Committee. The Executive Committee shall make the final determination of membership of the Executive Transition Committee and the appointment of that committee's chair. The Executive Transition Committee shall be comprised of at least two Executive Committee members and three council members. Other Council members, TCDD staff, and a representative of the Texas Education Agency may be recruited to advise or assist the Committee at the discretion of the Council Chair and Executive Committee.
2. The Executive Transition Committee shall be responsible for implementing this transition plan and further developing the plan based on state processes as needed. The responsibilities of this committee include:
 - Plan and oversee the executive director transition process including determining the need for, contracting with and supervising the work of any external search or transition consultant(s).

- Work with the Executive Committee to review and revise the executive director job description and qualifications to ensure they reflect TCDD's current and future leadership needs, including:
 - Minimum knowledge, skills and abilities required for the position.
 - Education and experience requirements.
- Ensure that a robust pool of candidates is developed for the Executive Director position.
- Coordinate or conduct the interview and selection process and, in a timely fashion, bring a recommended candidate to the Council for ratification.
- Provide support and counsel to the Acting or Interim Executive Director; the Acting or Interim Executive Director reports to the Council Chair, but receives advice and counsel from the Transition Committee as it relates to the transition process and preparing the organization to work effectively with the next Executive Director.
- Determine the role and substantive involvement of senior staff in the transition planning process and how they may be consulted in the selection process.

The Executive Transition Committee may also be given additional direction by the Executive Committee.

The Executive Transition Committee will sunset upon completion of the onboarding process of the new Executive Director, expected to be on or before 90 days after the new Executive Director's start date.

3. The Executive Transition Committee, or a subset of its members, will serve as the Interview Panel in accordance with TEA procedures. Composition of the Interview Panel shall include, at a minimum, the Council Chair as the hiring manager and at least two other council members or staff. The Interview Panel's responsibilities include:
 - Developing the job posting and determining the length of posting.
 - Developing the interview questions, application screening matrix, and job simulation exercise as appropriate.
4. The Texas Open Meetings Act allows discussions concerning certain personnel matters, including discussions to deliberate the appointment or employment of employees, to be held in a closed meeting.
5. Pursuant to federal and state statutes establishing TCDD, the Council shall be responsible to recruit and hire the Executive Director, when the position becomes vacant, to and supervise and evaluate the Executive Director. Council recruitment and hiring shall be conducted in a manner consistent with Federal and State nondiscrimination laws, and consistent with State personnel policies.
6. The Executive Transition Committee and/or Committee Chair shall coordinate with TEA concerning training on job posting and recruitment procedures and an orientation for the entire selection team.
7. The Interview Panel will identify a recommended finalist who will be considered for appointment to the Executive Director position by the Council in an open meeting..

8. As needed, the Council Chair shall authorize an organizational assessment and schedule a Council Board Retreat to review and refresh the organization's long range plan and strategic direction.

Texas Council for Developmental Disabilities Commitment Regarding Diverse Candidates and Staff Leader Development

1. In order to provide career advancement for staff, the organization shall encourage the professional development of current TCDD employees.
2. In order to support the Council's due diligence and ensure that the best possible candidate is hired, the organization shall implement a search and selection process that is open to internal and external candidates.
3. In order to develop a finalist pool that is reflective of the community, the organization shall work proactively to develop a diverse pool of candidates for the Executive Director position.
4. The Council shall fully comply with the nondiscrimination provisions of all federal and state laws and regulations.

Adopted by the Council Board on the 10th day of August, 2010.

Revised and adopted by the Council Board on the ____ day of _____, 2013.

Mary Durham, Council Chair

Texas Council for Developmental Disabilities

Executive Director EMERGENCY BACKUP SUCCESSION PLAN

Guideline for the Appointment of an Acting Executive Director in the Event of an Unplanned Absence of the Incumbent

1. Rationale

The Executive Director position in an organization is a central element in the organization's success. Therefore, ensuring that the functions of the Executive Director are well understood and shared among the executive team and senior staff is important to ensure organizational stability and leadership continuity in the event of unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition even when it is predictable and planned.

The purpose of this plan is to ensure the continuous coverage of duties critical to the ongoing successful operations of the Texas Council for Developmental Disabilities (Texas Council). The Council has adopted policies and procedures that allow for the temporary appointment of an Acting Executive Director in the event of an *unplanned and extended absence* of the Executive Director when it is in the best interest of the Council. The Council Chair, or Council Vice Chair in the absence of the Council Chair, may determine the appropriate time to initiate the implementation of this plan.

While the Council acknowledges that such an absence is highly improbable and certainly undesirable, they believe that due diligence in exercising executive-level management functions requires that it have an emergency backup succession plan in place. It is expected that this plan will ensure continuity in the administration of the organization's day-to-day programs and operations, management of external relationships and supervision of staff and finances.

2. Priority functions of the Executive Director position at Texas Council

The full Executive Director position description is attached. *(See Attachment 1)*

Of the duties listed in the position description, the following are considered to be examples of the key functions of the Executive Director, and therefore, have a corresponding temporary staffing strategy. Functions to be covered by an Acting Executive Director are attached. *(See Attachment 2: Emergency Backup Succession Plan Detail: Executive Director)*

The positions assigned in the Temporary Staffing Strategy are based on TCDD organizational structure as displayed in the organizational chart of April 2013. In the event this plan is implemented and those assigned are no longer available or positions are vacant, the Council Chair may select other senior staff to support each of the key Executive Director functions. It is the responsibility of the Executive Director to ensure that positions have appropriate cross-training to successfully implement the temporary staffing strategy.

3. Business as Usual

This emergency backup succession plan and the staffing structure at TCDD are intended to minimize disruption in quality service and maintain business as usual to the extent possible. In the absence of the Executive Director, unless otherwise determined by the Council Board, business as usual includes maintenance of the following.

(See Attachment 2):

- A. ~~Delivery of services~~ [TCDD Program Activities](#)
- B. Fiscal Matters: Budgets, Purchase Orders, Planning and Accounting
- C. Grants Matters: ~~Fundraising Federal Allotment Activities~~ & Grant Management
- D. ~~Maintain relations with Council and government offices~~ [Support quarterly Council & Committee meetings, Chair and Committee Chairs](#)
- E. Personnel Matters
- F. Public Policy [and relations with State Policymakers](#)

4. Emergency Backup Succession Plan Implementation

The Council authorizes the Council Chair to make a determination that it is in the best interest of the Council to implement the terms of this emergency backup succession plan in the event of a planned or unplanned temporary, short-term absence of the Executive Director. The Vice Chair is authorized to implement this plan in the event that the Council Chair unavailable or cannot be reached..

As soon as feasible, following notification of an unplanned temporary or short-term absence, the Council Chair may convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

While this timeline may vary based on circumstances, the suggested steps for implementation are:

- The Operations Director informs the Council Chair immediately of unplanned absence.
- The Council Chair appoints an Acting Executive Director.
- The Council Chair informs the Council of the Acting Executive Director appointment.
- The Council Chair (and potentially other officers) consults with the Acting Executive Director on the circumstances of the absence, organizational situation and related factors.
- After the Council Chair and Acting Executive Director consult, stakeholders will be notified following the communications plan outlined below.

5. Definitions

- A temporary absence is one in which it is expected that the Executive Director will return to his/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, a planned medical procedure, or a sabbatical.
- A short-term absence is three months or less.
- A long-term absence is one that is expected to last more than 3 months.

- A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

6. Emergency Backup plan in event of a temporary, unplanned absence (SHORT-TERM)

A. Who may appoint the Acting Executive Director?

1. The Council authorizes the Council Chair to make a determination that it is in the best interest of the Council to implement the terms of this emergency backup succession plan in the event of the unplanned absence of the Executive Director.
2. In the event of an unplanned absence of the Executive Director, a member of the management team shall immediately inform the Council Chair of the absence.
3. As soon as is feasible, the Council Chair may convene a meeting of the management team to affirm the procedures prescribed in this plan or to make modifications the Council Chair and team deems appropriate.
4. The Council Chair may consult with other members of the Executive Committee as he/she may deem necessary.

B. First backup to the position of Executive Director

Due to the organizational structure of TCDD, the backup designated as the Acting Executive Director will serve as the primary “Point of Coordination” for the team, lead specific functions, and defer to other directors for matters in their areas of responsibilities and expertise. (See *Emergency Backup Detail* for complete listing.)

The Council Chair may designate Martha Cantu, Operations Director, to the position of Acting Executive Director. Her position description will specify that she may serve as Acting Executive Director in the absence of the Executive Director unless otherwise decided by the Council Chair. She will have an emergency backup succession plan with designated appointees if she becomes Acting Executive Director or if she is otherwise unable to serve her own functions as Operations Director.

C. Second backup for the position of Executive Director

The Council Chair may also consider splitting duties among designated appointees based on the primary functions to be carried out. (See *Emergency Backup Detail* for complete listing.)

Sonya Hosey, Grants Management Director and Jessica Ramos, Public Policy Director may jointly serve as second backups for the position of Acting Executive Director. They may serve should Martha Cantu, Operations Director, be unable or unwilling to serve as Acting Executive Director or otherwise decided by the Council Chair. They will have emergency backup succession plans with designated appointees.

D. Cross-training plan for designated appointees

The Executive Director, in collaboration with the Council Chair, will develop a plan for training the potential appointees in the priority functions of the Executive Director which are listed in section 2 above. The cross-training plan will be attached to this document when the plan is completed. The TCDD Operations Director, will have the responsibility of handling the logistics of the plan's implementation.

E. Authority and restrictions of the appointee

The person appointed as Acting Executive Director may have the same authority for day-to-day decision making and independent action as the Executive Director as provided in existing policy and procedures except as further defined by the Council Chair. Decisions that will be made in consultation with the Council Chair or other appropriate committee chairs include senior management staff hiring and terminations, financial issues that may arise, taking on a new project or program, on behalf of TCDD, and taking public policy positions on behalf of the organization.

F. Compensation

The Council Chair, in consultation with the Executive Committee, may consider a salary adjustment for the Acting Executive Director to the extent allowed by state personnel policies and practices.

G. Council Chair responsibility for oversight and support to the Acting Executive Director

As with the Executive Director, the Council Chair and Council will have the responsibility for monitoring the work of the Acting Executive Director. The Acting Executive Director will provide regular updates and meet with the Council Chair as necessary. The Council Chair will also be alert to the special support needs of the Acting Executive Director serving in this temporary leadership role and act to address them.

H. Communications plan

Within eight (8) hours after an Acting Executive Director is appointed, the Council Chair and the Acting Executive Director will meet to implement an external communications plan to announce the organization's temporary leadership structure, including the kind of information that will be shared and with whom (e.g. councils, state agencies, government officials). (For a full overview of the communications plan, see *Attachment 2: Emergency Backup Succession Plan Detail: Executive Director.*)

Within 24 hours after an Acting Executive Director is appointed, the Council Chair and Acting Executive Director will implement the communications plan to announce the organization's temporary leadership structure to the management team, the Council and the Advisory Boards.

Notifications will take place in sequence on the following timetable:

- Within 24 hours, the Acting Executive Director will notify the Council Chair, staff, and the Executive Committee.

- Within 48 hours, the Acting Executive Director will notify the governor's office, TEA, and Council Members.
- Within seven days, the Acting Executive Director will notify AIDD and the disability and advocate community.
- Within seven days, the Planning Coordinator will notify other developmental disability councils.
- Within two weeks, the Acting Executive Director will notify grantees as needed, state agency colleagues and other parties/constituents.

Updated Key Contact information will be maintained in the organization's Outlook, listserves, directories, and rosters for easy access on an ongoing basis by a member designated by the Executive Director.

7. Emergency Backup plan in event of a temporary, unplanned absence (LONG-TERM)

The procedures and conditions to be followed will be the same as for a short-term absence with one addition: The Council Chair will give immediate consideration, in consultation with the management team, to temporarily back-filling the 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 appointment would focus on covering the priority areas in which the Acting Executive Director needs assistance.

8. Emergency Backup plan in event of a PERMANENT unplanned absence

The procedures and conditions will be the same as for a long-term temporary absence with one addition: The Council Chair may appoint a Transition and Search Committee of no less than five members in accordance with the terms outlined in the TCDD Succession Procedure.

9. Approvals and maintenance of record

A. Emergency Backup plan approval

This emergency backup plan will be approved by the full Council and reviewed annually by the Executive Committee which shall recommend to the Council any needed changes in the designated appointees serving as backups. The Council Chair may review and amend the plan at other times if a designated appointee is no longer available to serve in an Acting Executive Director capacity. The Council Chair may reevaluate the plan when new designees are appointed.

B. Signatories

This plan will be signed by the Council Chair, the Executive Director, the Operations Director and the designated appointees serving as backups in this plan.

C. Maintenance of record

Copies of this plan will be maintained by the Council Chair, the Executive Director, the Operations Director and the designated appointees serving as backups in this plan.

| [Adopted by the Council Board on the 10th day of August, 2010.](#)

| [Revisions ~~Approved~~ approved](#) by Texas Council for Developmental Disabilities on _____.

Mary Durham, Council Chair

Roger Webb, Executive Director

I acknowledge that I have reviewed this plan:

Martha Cantu, Operations Director

Executive Director
Position Description

Functional Title	Executive Director	(Roger Webb)
Classification Title & No.	Director II / 1621	
Office Name & Address	Texas Council for Developmental Disabilities 6201 E. Oltorf, Suite 600, Austin, TX 78741	
Salary Group	B-27	
FLSA Status	Executive Exempt	
Position No.	02463	

General Description

The Executive Director serves as the chief executive officer of the Texas Council for Developmental Disabilities (TCDD). The Executive Director is selected by the TCDD Executive Committee of the Council and works under the limited direction of the Council Chair. The Executive Director performs a wide range of highly advanced senior level managerial work overseeing TCDD daily operations and public policy, planning, advocacy, public information and grants activities; serves as the TCDD chief audit officer; and coordinates TCDD fiscal, and administrative affairs. The Executive Director is the lead TCDD public liaison with various external publics, directs programmatic activities of TCDD staff consistent with Council directives, and oversees personnel functions of TCDD staff. The Executive Director coordinates development of the Council's State Plan and the formulation of policies and positions of the Council consistent with the intent of federal law, the Developmental Disabilities Assistance and Bill of Rights Act, development of innovative activities to implement the Council's State Plan, and evaluation of TCDD activities.

The Executive Director works under general direction, exercising extensive latitude for the use of initiative and independent judgment in the planning and managing of TCDD activities as authorized by state and federal law. The Executive Director coordinates directly with designated state agency concerning administrative services and supports provided to TCDD and ensures that TCDD administrative procedures are in accordance with the Memorandum of Understanding between TCDD and the designated agency and coordinates internal audit and legal affairs matters.

The Executive Director is responsible for coordinating with the Governor's office; state legislators; state and federal agencies; and consumer and provider organizations to ensure implementation of activities in the Council's approved State Plan. The Executive Director assures compliance with applicable state and federal regulations. Frequent overnight travel is required. Performs other duties as may be assigned and required by the Council to maintain effective operations.

Key Job Functions

1. Provides direction, guidance, and assistance to initiate innovative program activities to implement the TCDD State Plan including:
 - Public policy advocacy and public information activities;
 - Developing, monitoring and reporting on the TCDD *State Plan* ;
 - Planning and policy development activities, and related reporting requirements; and
 - Development, implementation and monitoring of DD funded grant projects.
 - a. Assures consistency with TCDD policy direction and approved State Plan.
 - b. Proposes and assists the Council in the formulation of organizational policy, position statements, program priorities, and annual operating budgets.
 - c. Provides status reports to the Council.
 - d. Assures consistency with requirements of the DD Act.

Functional Title Classification Title & No.	Executive Director (Roger Webb) Director II / 1621
<p>e. Assures completion of key items.</p> <p>f. Maintains appropriate professional quality in all efforts.</p> <p>g. Coordinates Council Complaint Procedures to ensure enforcement of TCDD Rules and Policies.</p> <p>2. Directs and oversees fiscal affairs of the TCDD.</p> <p>a. Directs the development, implementation and management of the annual operating budget and legislative appropriations requests budget of the TCDD consistent with the budget and policy directives of the Council and in coordination with the DSA.</p> <p>b. Provides timely and accurate budget reporting and forecasting necessary for funds management by the TCDD.</p> <p>c. Assures all TCDD funds are fully obligated and liquidated within allowed timeframes.</p> <p>d. Oversees compliance with Council intent, Memorandum of Understanding and applicable state and federal law of all grant applications, reviews, awards, and project implementation and monitoring activities.</p> <p>e. Recommends staffing and funding to effectively carry out TCDD activities.</p> <p>3. Manages and oversees personnel functions of TCDD staff.</p> <p>a. Supervises the selection, supervision, and termination of TCDD staff within the staffing pattern authorized by the Council.</p> <p>b. Assures that TCDD staff comply with all personnel policies and procedures.</p> <p>c. Assures staff understanding of goals, priorities, and approved activities.</p> <p>d. Establishes policies and procedures to ensure Council staff carry out responsibilities and activities as approved by the Council in a timely and effective manner.</p> <p>e. Oversees completion of annual appraisals consistent with personnel procedures.</p> <p>f. Provides effective management and leadership of staff.</p> <p>4. Provides support and assistance to the Council, Council Committees, the TCDD Chair, and Council Members.</p> <p>a. Oversees and coordinates planning and preparation for Council and Committee meetings in a timely and effective manner.</p> <p>b. Coordinates preparation of meeting materials in a timely and effective manner.</p> <p>c. Supervises support provided to Council members which is flexible and responsive.</p> <p>d. Assures reasonable accommodations are provided to members and the public related to all Council activities.</p> <p>e. Provides assistance to the TCDD Chair necessary for conducting Council business in an orderly and effective manner.</p> <p>f. Oversees implementation of Council policies and directives and activities required by state or federal law.</p> <p>5. Ensures effective relationships with disability community, state agencies, Governor's office, state legislature and federal agency.</p>	
<p>a. Represents the Council in a professional and cordial manner.</p>	

Functional Title	Executive Director	(Roger Webb)
Classification Title & No.	Director II / 1621	
<ul style="list-style-type: none"> b. Represents the Policy Positions of the Council and oversees staff activities to assure consistency with Policy Positions. c. Maintains effective working relationships with Council members, grantees, legislators, disability organizations, agency personnel and the public. d. Serves as TCDD point of contact for other state and federal agencies. e. Coordinates with DSA personnel in a timely and professional manner regarding administrative services provided in support of the Council. 		
Job Qualifications		
As documented in personnel file, application for employment:		
Knowledge, Skills, and Abilities		
<p>Considerable knowledge of best practices in providing services and supports for people with developmental disabilities.</p> <p>Knowledge of the primary federal and state programs which provide funding mechanisms for services and supports for people with developmental disabilities, and of the health and human services delivery system in Texas.</p> <p>Knowledge of methods to develop action strategies and evaluation methods for projects and initiatives.</p> <p>Knowledge of state and federal government organization and administration.</p> <p>Knowledge of the intents and purposes of the developmental disabilities legislation and programs.</p> <p>Knowledge of accessibility issues for people with developmental disabilities.</p> <p>Skill in budgeting and fiscal management systems.</p> <p>Skill in managing and directing work activities of staff and consultants.</p> <p>Skill in providing support to volunteer Boards and Committees.</p> <p>Skill in identifying key public policy issues and presenting those issues and recommendations to policymakers.</p> <p>Ability to gain knowledge of regulations, policies and procedures related to administration of federal grant funds.</p> <p>Ability to plan, coordinate, and complete a complex project as scheduled.</p> <p>Ability to communicate orally and in writing.</p> <p>Ability to work effectively with individuals and groups holding divergent opinions in such a way as to obtain prescribed goals.</p> <p>Ability to perform complex, highly detailed tasks that involve budgets, payment requests, etc.</p> <p>Ability to gather and assimilate information from several sources and make decisions regarding funding programs, etc.</p> <p>Ability to work independently and manage time effectively.</p>		

Education and Training
Graduation from an accredited college or university with a master's degree in psychology, sociology, education, business, public administration, or related equivalent areas.
Experience
Eight years of progressively responsible professional or administrative experience in positions that provided a thorough working knowledge of the delivery of human services. At least four years experience in programs, services, or initiatives that foster independence and inclusion of individuals with developmental disabilities, and at least three years experience must have been in an administrative, managerial, public policy, or consultative capacity in a governmental or state agency position. Experience requirements may be concurrent.
Career Progression Requirements
Not applicable.

Date of FJD Revision
mo./yr. – new or revised
<i>Draft Revisions 10/05</i>
Approved: 02/06

Emergency Backup Succession Plan Detail

Name: Roger Webb, *Executive Director*

First Backup: Martha Cantu, *Operations Director*

First Backup Support: *Provides support in collaboration with Martha Cantu, Operations Director*

- Public Policy: *Jessica Ramos, Public Policy Director*
- Grants: *Sonya Hosey, Grants Director*
- Planning & Project Development: *Joanna Cordry, Planning Coordinator*

Second Backup(s): Sonya Hosey, *Grants Management Director*
And Jessica Ramos, *Public Policy Director*

Second Backup Support: *Provides support in collaboration with First Backup Support*

- Grants: *Cynthia Ellison, Senior Grants Specialist*
- Public Policy: ~~*Belinda Carlton, Public Policy Specialist*~~ *Melissa Loe, Communications Director*
- Planning & Project Development: *Cynthia Ellison, Senior Grants Specialist*

Short-Term Staffing of Key Functions

Key Functions	Short Term Staffing Strategies <i>(Define short-term: Up to 2 months)</i>
Provides direction, guidance, & assistance to initiate program activities including: <ul style="list-style-type: none"> - Public policy & public information, - State Plan dev, monitor, report, - Planning & project development, & - Grants management 	Martha Cantu, <i>Operations Director</i> (in collaboration with) Jessica Ramos, <i>Public Policy Director</i> Joanna Cordry, <i>Planning Coordinator</i> Joanna Cordry, <i>Planning Coordinator</i> Sonya Hosey, <i>Grants Management Director</i>
Directs and oversees fiscal affairs of the TCDD	Martha Cantu, <i>Operations Director</i>
Manages and oversees personnel functions	Martha Cantu, <i>Operations Director</i>
Provides support to the Chair, Council, Committees, and Council Members.	Martha Cantu, <i>Operations Director</i> <u>and/or</u> Koren Vogel, <i>Executive Assistant</i>
Ensures effective relationships with state agencies, disability community, Governor's office, state legislature and federal agency.	Martha Cantu, <i>Operations Director</i> Jessica Ramos, <i>Public Policy Director</i> <u>and</u> consultation with Council Chair

Notifications

Notify: Temporary Leadership Change	Accountability: Person to Send Notification	Timeline: Notification to be Made
Family	Martha Cantu, <i>Operations Director</i> <u>or</u> Koren Vogel, <i>Executive Assistant</i>	ASAP
Chair	Martha Cantu, <i>Operations Director</i> <u>or</u> Koren Vogel, <i>Executive Assistant</i>	1-2 hours
Staff	Martha Cantu, <i>Operations Director</i> <u>or</u> Koren Vogel, <i>Executive Assistant</i>	1-2 hours
Executive Committee	Martha Cantu, <i>Operations Director</i> <u>or</u> Council Chair	1 st 4 hours
Council Members	Martha Cantu, <i>Operations Director</i> <u>or</u> Council Chair	1-2 days
TEA - HR/payroll, Adam, Shirley, Harvester, Others as appropriate	Martha Cantu, <i>Operations Director</i> <u>or</u> Koren Vogel, <i>Executive Assistant</i>	1-2 days
Governor's Office	Martha Cantu, <i>Operations Director</i> <u>or</u> Council Chair	1-2 days
ADD	Martha Cantu, <i>Operations Director</i> <u>or</u> Joanna Cordry, <i>Planning Coordinator</i>	1 st week
Disability/Advocate Community	Jessica Ramos, <i>Public Policy Director</i> <u>or</u> Martha Cantu, <i>Operations Director</i>	1 st week
Other DD Councils	Joanna Cordry, <i>Planning Coordinator</i> <u>or</u> Jessica Ramos, <i>Public Policy Director</i>	1 st week
Grantees as needed	Martha Cantu, <i>Operations Director</i> <u>or</u> Sonya Hosey, <i>Grants Management Director</i>	1-2 weeks
State Agency Colleagues	Martha Cantu, <i>Operations Director</i> <u>or</u> Jessica Ramos, <i>Public Policy Director</i>	1-2 weeks
Other Interested Parties	Martha Cantu, <i>Operations Director</i> <u>or</u> Koren Vogel, <i>Executive Assistant</i>	1-2 weeks

Contact information for the above contacts is located in the following:

- ◆ *Emergency contact information*
- ◆ *Council Roster*
- ◆ *Outlook Address List*
- ◆ *TEA Directory*
- ◆ *DPC Listserve*
- ◆ *NACDD Listserve*
- ◆ *Grantee Database*

Required: Contact information lists for the above contacts to be developed:

- ◆ *State Agency Colleagues*
- ◆ *AIDD Members*
- ◆ *Governor's Office*

Cross-Training Plan (on Executive Director Role)

Training area	Staff to be Cross-Trained		Timeline
	Trainee	Trainer	
DD Act and Regs	Martha Cantu	Roger Webb	Ongoing Training: self review
Board relations activities and coordination	Council Chair Koren Vogel	Roger Webb	Ongoing
Issues/topics of Board, Council and Government office	TBD	Roger Webb	Ongoing
Understanding of how to develop agendas, etc.	Koren Vogel Martha Cantu	Roger Webb	ASAP Develop: written procedures

Underlying Assumptions to remain “Business As Usual”

1. Delivery of services
2. Fiscal Matters: Budgets, Purchase Orders, Planning, Accounting, Approvals
3. Grants Matters: Fundraising Activities, Grant Awards, Workplan Activities
4. Maintain relations with board, council and government office
5. Personnel Matters: Appraisals, Personnel actions, leave, schedules, etc.
6. Coordinating workflow
7. Public Policy

Temporary Change/Hold During Absence: Any unusual or “special” projects should be considered for delay or cancellation.

Future Consideration: Coordinate Sunset Review (fall 2013 through 84th Texas Legislature) & Sunset for readoption of TCDD Rules through TX Register rules process by Aug 2016.

Critical Relationships

Relationships must be maintained	Accountability: Maintained by...	Contact information
Council Members	Martha Cantu / Koren Vogel	Council Roster
Governor’s Office	Jessica Ramos <u>with</u> Council Chair	List Required
State Agencies	Jessica Ramos <u>and</u> Public Policy Staff	List Required
Legislative Offices	Jessica Ramos, Public Policy Staff <u>and</u> Council Chair	List Required
Sunset Commission (2013-2015)	Martha Cantu <u>and</u> Council Chair	
AIDD	Joanna Cordry <u>and</u> Council Chair	List Required
DPC member organizations	Jessica Ramos <u>and</u> Public Policy Staff	DPC Listserve
TX Council of Comm MHMR Centers	Jessica Ramos	
PPAT, PACSTx	Jessica Ramos	
Other advocate organizations	Jessica Ramos <u>and</u> Public Policy Staff	

Annual Key Events/Milestones Calendar

Month	Key Events/Milestones <i>(directly involves: Executive Director position)</i>	Key Associated Activities/Responsibilities <i>(direct accountability: Executive Director position)</i>
<i>Monthly</i>		
<i>Bi-monthly</i>		
<i>Quarterly</i>	Quarterly Council & Committee Meetings (February, May, August & November)	Agendas posted 10 days before meeting in Tx Register; Materials Binder mailed to Members 7-10 days before meeting; Complete Meeting Highlights 2-3 wks after meetings; Prepare draft minutes of meetings prior to next binder; Prepare various meeting materials.
<i>January</i>	AIDD PPR (annual report) due by Jan 1 st Tx Legislature convenes 2 nd Tues, Odd-number years	Coordinate with Project Development Director as needed to ensure completed. Leg tracking system available; finalize priorities for session
<i>February</i>	Election of Vice-Chair and Consumer member	Preparations and notifications
<i>March</i>		
<i>April</i>	Executive Committee meeting (continuation grants)	Coordinate materials preparation as required by agenda items; Highlights and Minutes as above.
<i>May</i>		
<i>June</i>	Budget Planning & Preparation	Oversee preparation of next year OE budget.
<i>July</i>	Audit Risk Assessment Update	Review/update previous year's risk assessment with Auditor & Directors
<i>August</i>	Annual OE Budget MOU Amendments State Plan / Amendments Submitted	Oversee preparation of materials, highlights, minutes as per Feb. Oversee prep of proposed budget Coordinate with TEA re: any revisions Final approval by Council; final submit by Aug 15
<i>September</i>	Beginning of State Fiscal Year; End of Federal Fiscal Year Audit Report; Audit Plan Developed	Review re: 2 nd year to obligate; 3 rd yr to liquidate fed funds. Review and comment to auditor.
<i>October</i>	Beginning of Federal Fiscal Year Audit Committee Meeting (Audit Report, Audit Plan)	Coordinate meeting preparations and materials with Auditor
<i>November</i>	Final approval of Audit Plan Final Approval of Biennial Report Recommendations Audit Materials Submitted by Nov 1 Establish Council Nominating Committee	Coordinate materials prep with Auditor Coordinate with Public Policy Director Coordinate with Auditor to ensure submittal Coordinate with Chair
<i>December</i>	Biennial Report – (even number years) DSA Submits federal financial reports to ADD by Dec 31 st	Submitted to State Leadership Dec 1 st Review of DSA's federal financial reports to ADD.

Note: Legislature meets every other year. Calendar varies when in session.

Attach Authorized Signatories Chart

TCDD Policies allow the Executive Director to approve contracts under \$10,000 unless approved in the OE budget; and allow the Executive Director to make final decisions on stipend grant applications. Martha and Sonya should jointly review/approve stipends. Martha and a cognizant Director should jointly approve contracts. Executive Director designees should otherwise have the same authority vested in the Executive Director within the area of responsibilities outlined in this document with the understanding that the Chair will exercise additional oversight on various matters.

Attach Public Policy Issues Chart