



Succession Planning

Planning Office



NEIGHBORHOOD
ACADEMY

Where are we?

Measuring & Maintaining Success

- ✓ Impact Reporting
- Succession Planning

City Resources

- Connecting with the City of Tulsa
- Neighborhood Success Stories
- Neighborhood Resource Event

Topics to Cover :

- What Succession Planning Is
- Risks & Barriers to Implementation
- Three Types of Succession Planning
- Healthy Closure for Founders
- General Tips



What is Succession Planning?



Definition

A structured process to ensure leadership, program, operations, and service continuity within an organization.



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Succession Planning flows from your Association's Strategic Vision.



Benefits

What do you gain by planning:

- **Fosters Organizational Growth & Development**
- Creates Sustainable Officer/Chair Roles & Responsibilities
- Identifies Needs
- Clarifies Advancement within your Organization & Board



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Risks & Barriers to Succession Planning



Risks

What do you risk or lose by inaction:

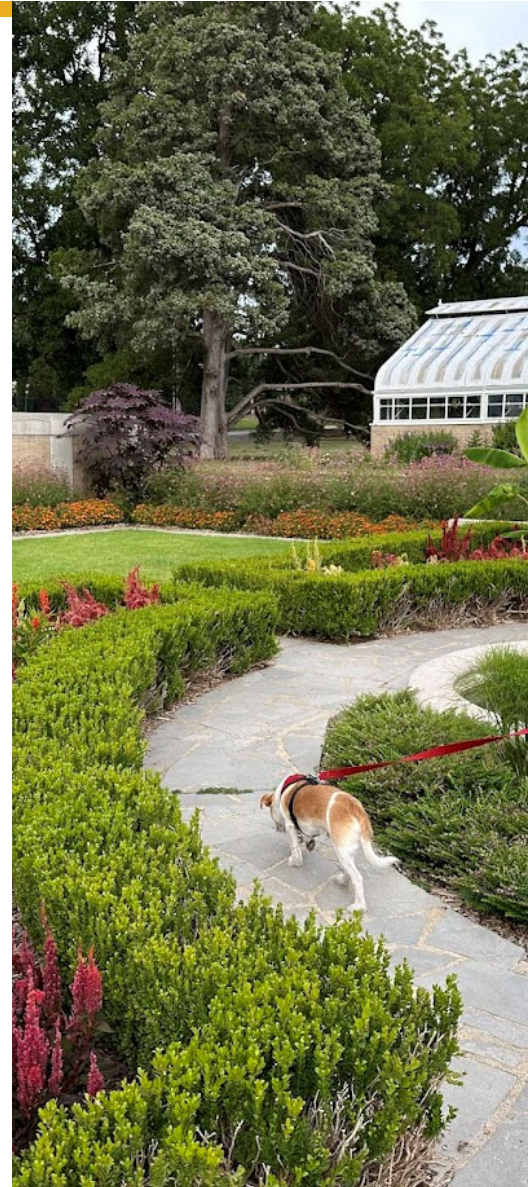
- **Instability of your organization**
- Demise/diminished influence of your organization
- Damaged reputation
- Disillusioned board and volunteers
- Disaffected funders, sponsors, or partners
- Disruption in operations, programs, services, etc.
- Loss of institutional knowledge
- Loss of money (grants, sponsorships, etc.)



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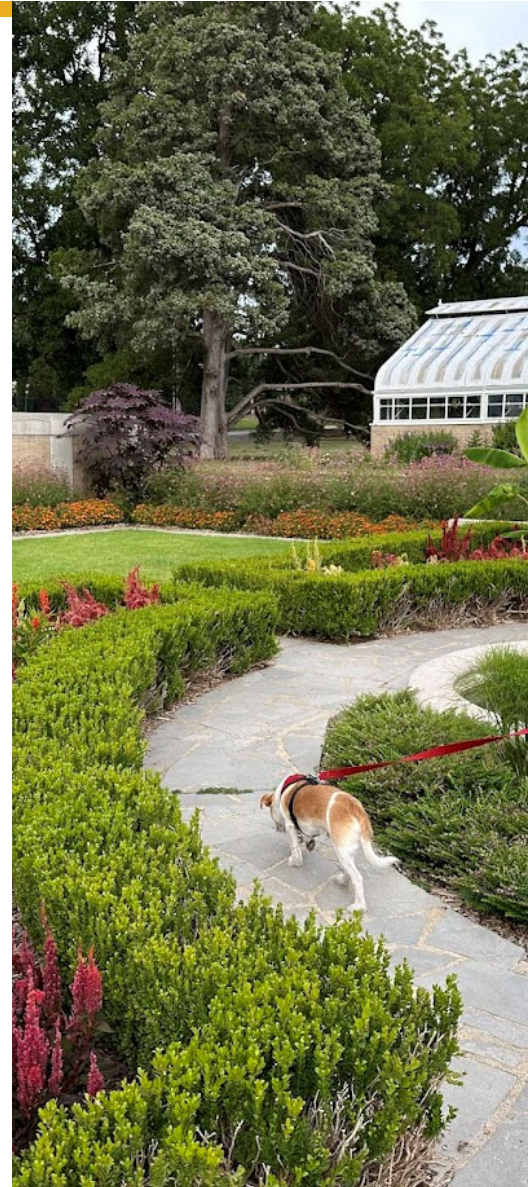
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Barriers

- **Anxiety**
- Time
- Lack of Understanding
- Lack of Follow-Through



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Three Types of Succession Planning





Emergency Succession Planning

Process used for sudden, unexpected departure of a board officer or committee chair – either permanently or for an extended period (longer than 3 months).



Departure-Defined Succession Planning

Process used for a future planned permanent departure of a board officer or committee chair.



Strategic Leadership Development

Process promoting development of ongoing board and committee leadership from the neighborhood and volunteers.



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Emergency Succession Planning



Emergency Succession Planning

Emergency Backup Plan:

Key Elements:

- Lists the primary functions of all board officers and committee chairs
- Outlines authority and restrictions of the interim board member(s) serving
- Identifies oversight for the interim board member(s)
- Details a communications plan
- Succession Planning Policy
- Confirms date of board adoption



Emergency Succession Planning

Emergency Backup Plan:

Attachments:

- Board Officer & Committee Chair Descriptions
- Board Roster
- Committee Descriptions
- Definitions & Agreed Upon Terminology
- List of Critical Relationships
- Annual Calendar of Events & Milestones
- Annual Action Plans / Strategic Plans
- Asset Inventory
- Copy of Important Contracts, Agreements, & Accounts



Annual Calendar of Events & Milestones

- Signature Events
- Awards Ceremonies
- Contract Renewals
- Web Domain Renewal
- Report Due Dates
- Board Elections
- Board Retreat or Annual Meeting
- Board Meetings
- Funding/Grant Deadlines
- Government/Tax Filing Deadlines
- Important Anniversaries (for ex. 50th anniversary of your neighborhood)

Pleasantville Neighborhood Association Annual Event and Milestone Calendar

Month	Events, Milestones, & Tasks
January	-Lowe's Grant Application Deadline -Board Retreat
February	-Sweetheart Ice Cream Social -Board Meeting
March	-File Taxes -Sample Family Foundation Donation Request Due -Board Meeting -Keep Oklahoma Beautiful Request Due (for Pocket Park Cleanup)
April	-Board Meeting -Neighborhood-wide garage sale (Saturday & Sunday) -Neighborhood Pocket Park Cleanup
May	-Volunteer Thank You Dinner -Board Meeting
June	-Lowe's Grant Implementation Deadline -Board Meeting
July	-Board Meeting -Summer Block Party
August	-Back to School Backpack Drive -Board Meeting
September	-Lowe's Grant Report Due -Board Meeting
October	-Trick-or-Treat Halloween Block Party -Web Domain Renewal -Board Meeting
November	-Thanksgiving Food Drive -25 th Anniversary of Pleasantville Neighborhood Association -Board Meeting (short) + Food Bank Volunteering (remainder)
December	-Board Elections (Vice President, Treasurer) -Board Meeting (short) + Holiday Party (remainder) -Winter Coat Drive

Asset Inventory

- List of Owned Assets
- List of Borrowed Assets

2	Date Last Updated:	xx/xx/xxxx					Total Inventory Value:	\$771.84			
3	Asset	Description	Qty.	Location of Asset	Condition(s)	Year Purchased / Installed	Unit Value (\$)	Total Value (\$)	Serial No.	Warranty (Length in Time)	Notes
4	Weedeater	EGO Powerload 56-Volt 15-in telescopic battery strong trimmer. Model # ST15TT	2	SecureStorage Unit #201	Good	2018	\$219.00	\$438.00	None - Etched # 246789-09 and # 246789-10	Expired - No warra	Had both tools etched with serial numbers.
5	Powerwasher	Westinghouse WPX3400 Powerwasher with 5 nozzles and soap tank	1	SecureStorage Unit #201	Excellent	2023	\$333.84	\$333.84	XT678490-094	5 years (Exp. 2027)	Nozzles are in the blue storage bin on the top shelf.
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No Formal Plan

Steps to take when there's no Emergency Backup Plan:

- **Convene the Executive Committee.**
- Determine if elections can be held, or if an interim board officer needs to be identified.
- Complete the Emergency Backup Plan Template.
 - Identify priority projects, operations, services, etc.
 - Identify where cross-training is needed
 - Determine election timeline (esp. if you are designating an interim board officer until the next election)
 - Create a Communication Plan



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Departure-Defined Succession Planning



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- Mentorship
- Cross-training
- Transitioning tasks and relationships gradually
- Establishing Ex-Officio Board Members
- Building Bench Strength



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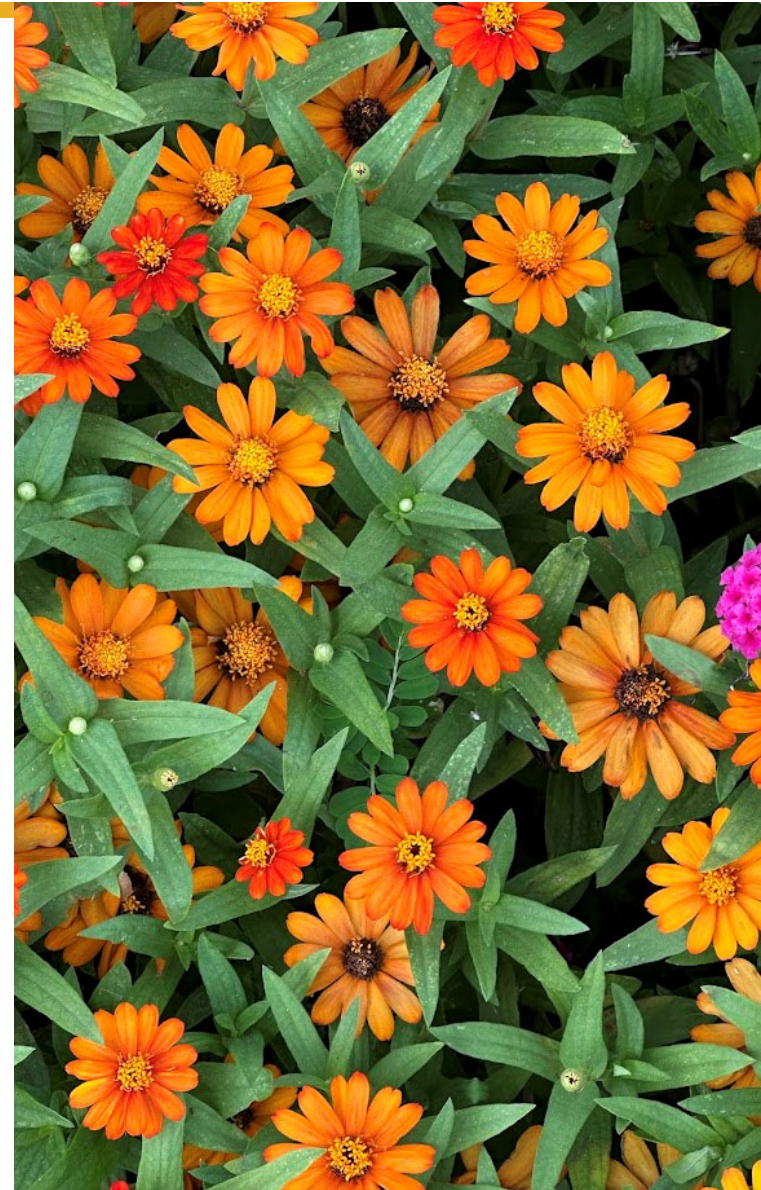
Bench Strength

What is bench strength?

Capability of board members to move into positions of greater responsibility.

How do you build bench strength?

1. Identifying core skills for each board position.
2. Create a skill-building plan for each individual to fill identified gaps in their skill set.
3. Implement cross-training and professional development.
4. Continuous recruitment.



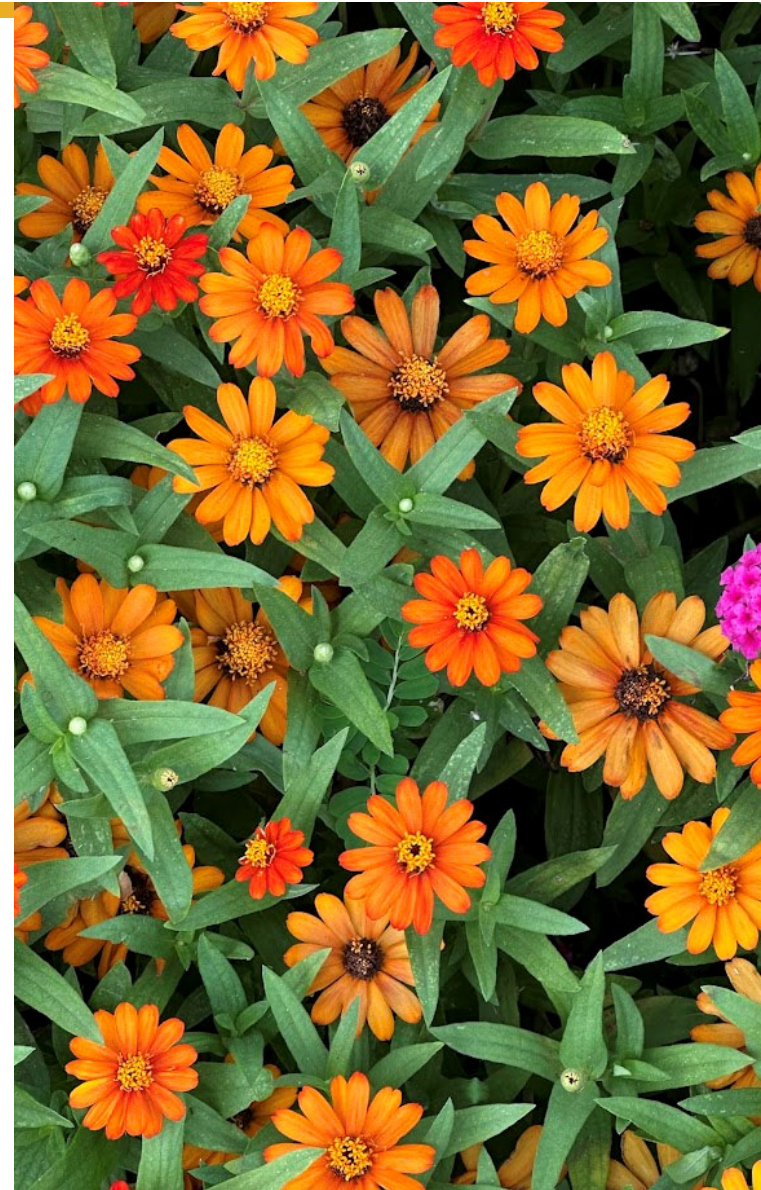
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Strategic Leadership Development



Bench Strength + Intention

Strategic Leadership Development:

- Professional development of board members & potential future board members
 - Skills Training
 - Mentorship
 - Cross-Training
- Intentional Recruitment of Future Board & Committee Members



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Healthy Closure for Founders



Founder Syndrome

It's important to...

- Put it on Paper
- Assure the Board & Neighborhood that the Association Will Go On
- Pass the Leadership Baton
- Celebrate the outgoing member(s)



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General Tips



Assess your Succession Planning Readiness

Use the **Succession Planning Checklist** to assess your organization's current risk level.

Succession Readiness Checklist

A neighborhood association should determine what elements below are lacking in its current operations and then create a succession plan that prescribes activities and timelines for filling the gaps. The neighborhood association's organization is then ready for leadership transitions, foreseen and unforeseen.

Check each item below that your organization has in place. At the bottom, tally up your score to see your organization's current level of risk.

- Y ___ N ___ A strategic plan is in place with goals and objectives for the neighborhood for the near term (1-3 years). Including objectives for board officer development and recruitment.
- Y ___ N ___ The board, based on its annual self-evaluation, is satisfactorily performing its major governance jobs – financial oversight, executive support and oversight, and strategic planning.
- Y ___ N ___ 2+ board members share important external relationships (major donors, funders, partners, community leaders) maintained by the neighborhood association.
- The board officers and committee chairs, as a high performing team:
- Y ___ N ___ Has a strong organizational culture in place in which members support one another and can reach decisions as a group efficiently and harmoniously;
- Y ___ N ___ Shares leadership of the organization with the full neighborhood association membership in having significant input to all major decisions;
- Y ___ N ___ Can lead the organization in the absence of the board president; and,
- Y ___ N ___ Has authority to make and carry out decisions within their respective areas of responsibility.
- Y ___ N ___ A financial reserve is in place with a minimum of three months' operating expenses.
- Y ___ N ___ Financial systems meet industry standards. Financial reports are up to date and provide the data needed by the board and officers responsible for the association's financial strength and viability.

Protect Against Loss

- **Loss of Records & Files:** Upload all documents, records, working files, etc. to a cloud- or web-based drive.
- **Loss of Account Access:** Establish at least two board members on all accounts.
- **Loss of Institutional Knowledge:** Encourage all board members to record institutional knowledge.



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Conduct Regular Audits

Annually / Quarterly, review:

- Accounts
- Asset Inventory
- Annual Calendar of Events & Milestones
- Governing Documents & Policies
- Emergency Backup Plan
- Action Plan / Strategic Plan



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Succession Planning Policy



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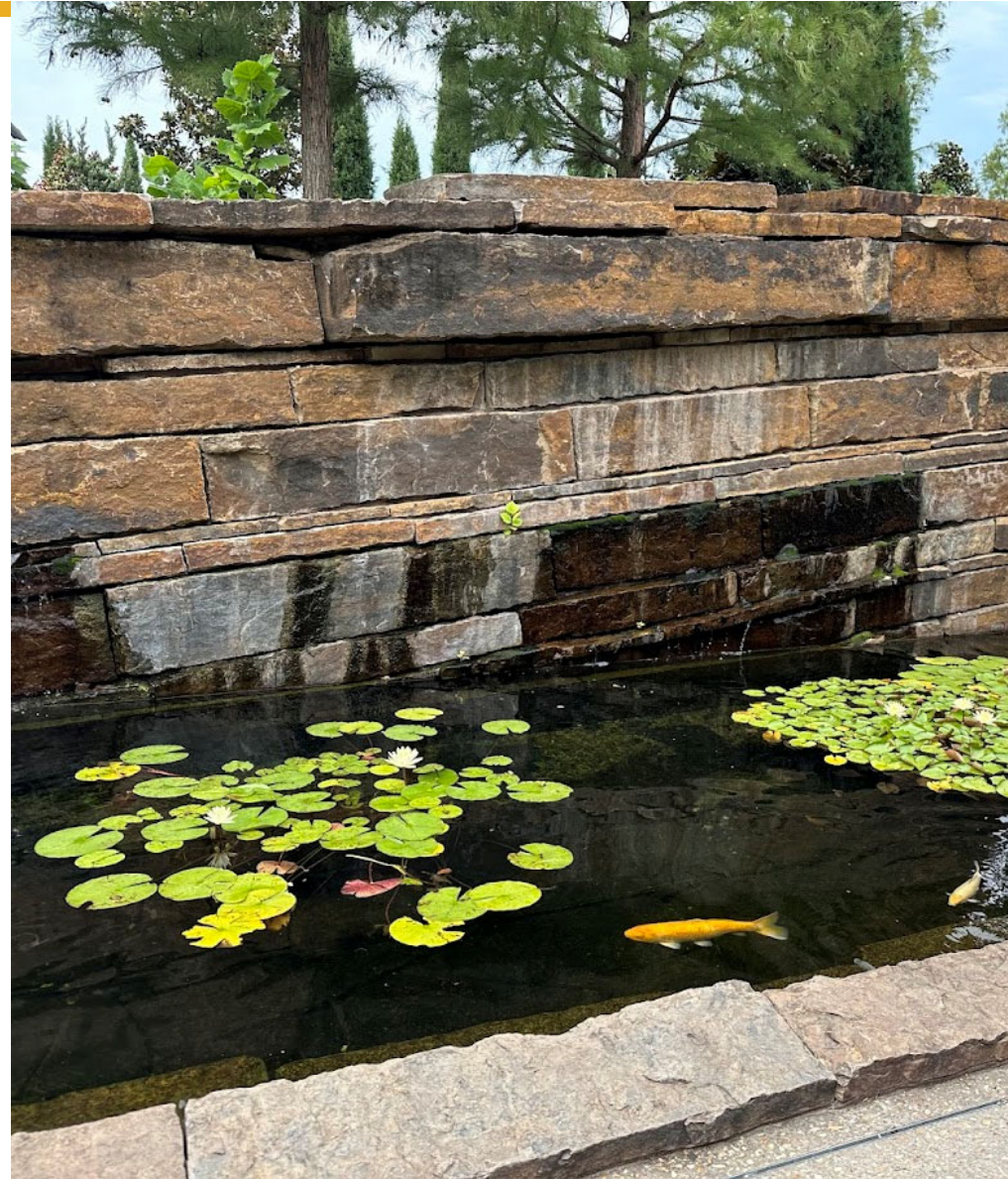
Companion Document to the Emergency Backup Plan

What is it?

Written policy providing a framework for important conversations and planning before a leadership change happens.

Its Goal:

To provide security at an insecure time.



Policy

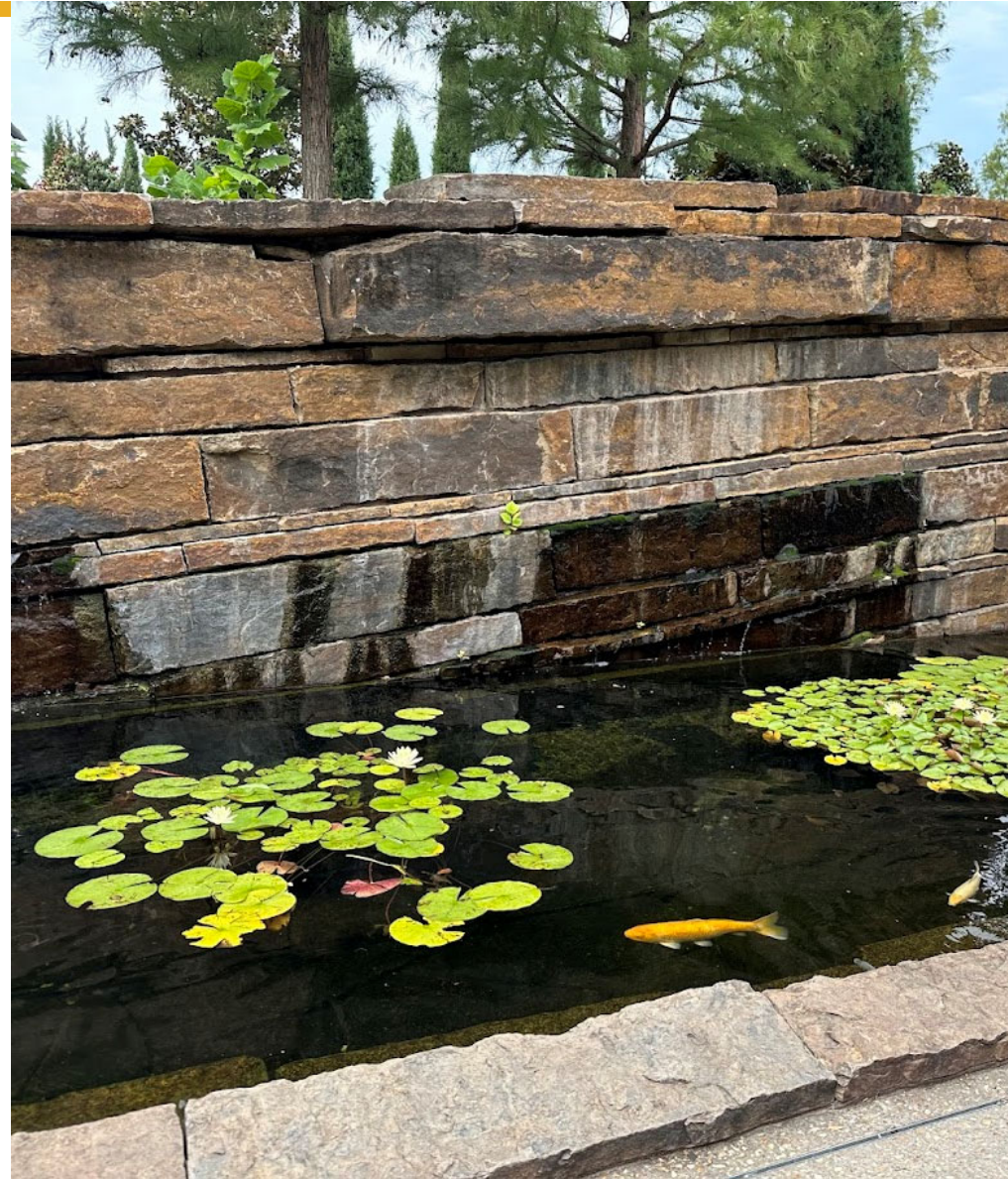
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Call to Action



Your Next Steps:

- ❑ Conduct a Succession Planning Audit by completing the checklist
- ❑ Create an Emergency Backup Plan
- ❑ Create an Asset Inventory for your association
- ❑ Organize your meeting, event, and deadline information into an Annual Calendar



Questions?



What's next?



What's next?

Measuring & Maintaining Success

- ✓ Impact Reporting
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City Resources

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THANK YOU

