



# Succession Planning

Planning Office



**NEIGHBORHOOD  
ACADEMY**

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# 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



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## Summary

### SUCCESSION PLANNING RESOURCES



Neighborhood Academy has three digital resources to help your organization with an Emergency Succession Plan: The emergency backup plan; a calendar of annual events and milestones; and an asset inventory.

These templates are designed to be customized by your organization and uploaded to your association's web- or cloud-based drive and/or communally shared.

#### Emergency Backup Plan Template:

Use this template to guide your association's organization through times of leadership transition. The guide template helps your board to create a plan for maintaining operations, services, and programs as well as defining your communications, policy, and practices with sudden or unexpected leadership changes. The highlighted sections serve as placeholders for your own custom information.

#### Calendar of Annual Events & Milestones Template:

Use this template to list all your neighborhood association's annual milestones and events to see at-a-glance what your board's focus will be during a time of transition.

#### Asset Inventory Template:

Use this template to list all your neighborhood association's owned and borrowed assets, including key information like location, serial numbers, model numbers, quantities, and more.

Download all templates: [cityoftulsa.org/neighborhoodacademy](http://cityoftulsa.org/neighborhoodacademy)

# 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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# 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)

Sample

## ANNUAL EVENT AND MILESTONE CALENDAR



Pleasantville Neighborhood Association  
Annual Event and Milestone Calendar

Month	Events, Milestones, and Tasks
January	<ul style="list-style-type: none"> <li>• Lowe's Grant Application Deadline</li> <li>• Board Retreat</li> </ul>
February	<ul style="list-style-type: none"> <li>• Sweetheart Ice Cream Social</li> <li>• Board Meeting</li> </ul>
March	<ul style="list-style-type: none"> <li>• File Taxes</li> <li>• Sample Family Foundation Donation Request Due</li> <li>• Board Meeting</li> <li>• Keep Oklahoma Beautiful Request Due (for Pocket Park Cleanup)</li> </ul>
April	<ul style="list-style-type: none"> <li>• Board Meeting</li> <li>• Neighborhood-Wide Garage Sale (Saturday &amp; Sunday)</li> <li>• Neighborhood Pocket Park Cleanup</li> </ul>
May	<ul style="list-style-type: none"> <li>• Volunteer Thank You Dinner</li> <li>• Board Meeting</li> </ul>
June	<ul style="list-style-type: none"> <li>• Lowe's Grant Implementation Deadline</li> <li>• Board Meeting</li> </ul>
July	<ul style="list-style-type: none"> <li>• Board Meeting</li> <li>• Summer Block Party</li> </ul>
August	<ul style="list-style-type: none"> <li>• Back to School Backpack Drive</li> <li>• Board Meeting</li> </ul>
September	<ul style="list-style-type: none"> <li>• Lowe's Grant Report Due</li> <li>• Board Meeting</li> </ul>
October	<ul style="list-style-type: none"> <li>• Trick-or-Treat Halloween Block Party</li> <li>• Web Domain Renewal</li> <li>• Board Meeting</li> </ul>
November	<ul style="list-style-type: none"> <li>• Thanksgiving Food Drive</li> <li>• 25th Anniversary of Pleasantville Neighborhood Association</li> <li>• Board Meeting (short) + Food Bank Volunteering (remainder)</li> </ul>
December	<ul style="list-style-type: none"> <li>• Board Elections (Vice President, Treasurer)</li> <li>• Board Meeting (short) + Holiday Party (remainder)</li> <li>• Winter Coat Drive</li> </ul>

# 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 warrant	Had both tools etched with serial numbers.
5	Powerwasher	Wesinghouse WPX3400 Powerwasher with 5 nozzles and soap tank	1	SecureStorage Unit #201	Excellent	2023	\$333.84	\$333.84	XT678490-09	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.

## Activity SUCCESSION READINESS CHECKLIST

A neighborhood association staffs operations and then create a succession plan to address gaps. The neighborhood association should review the plan annually and unforeseen.

Check each item below that you or your organization's current level of readiness.

- Yes  No A strategic plan for the near term recruitment, retention, and development of key staff.
- Yes  No The board, board committees, and major governing documents are current and reviewed annually.
- Yes  No At least 2+ board members are funders, part-time, and have a strong understanding of the association's financials.
- Yes  No The board of directors is in place in which all members are efficient and effective.
- Yes  No The board of directors is the full neighborhood association's major decision-making body.
- Yes  No The board of directors is the primary decision-making body of the association.
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- Yes  No A financial review is conducted annually.
- Yes  No Financial systems are in place and provide the association with accurate financial statements.
- Yes  No Operational procedures are in place and up to date.
- Yes  No Board officers and committees have identified their duties in an official capacity.
- Yes  No Board elections are held annually and institutionalized.
- Yes  No The board reviews the organization's governing documents and policies annually, making changes and amendments as needed.

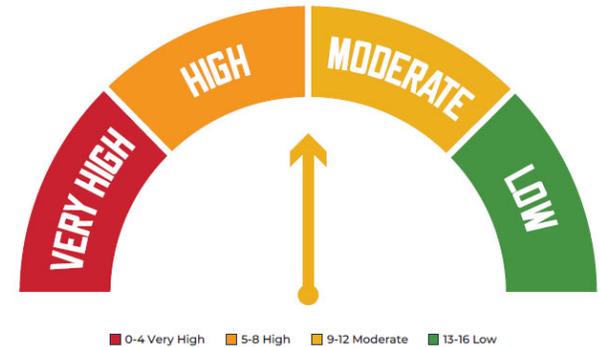
## Activity SUCCESSION READINESS CHECKLIST



- Yes  No An events & milestones calendar exists and is easily accessible and up to date.
- Yes  No An asset inventory for the association exists and is easily accessible and up to date.
- Yes  No Association documents, files, records, and important data are backed up in multiple formats and locations (cloud or web-based storage and physical storage).

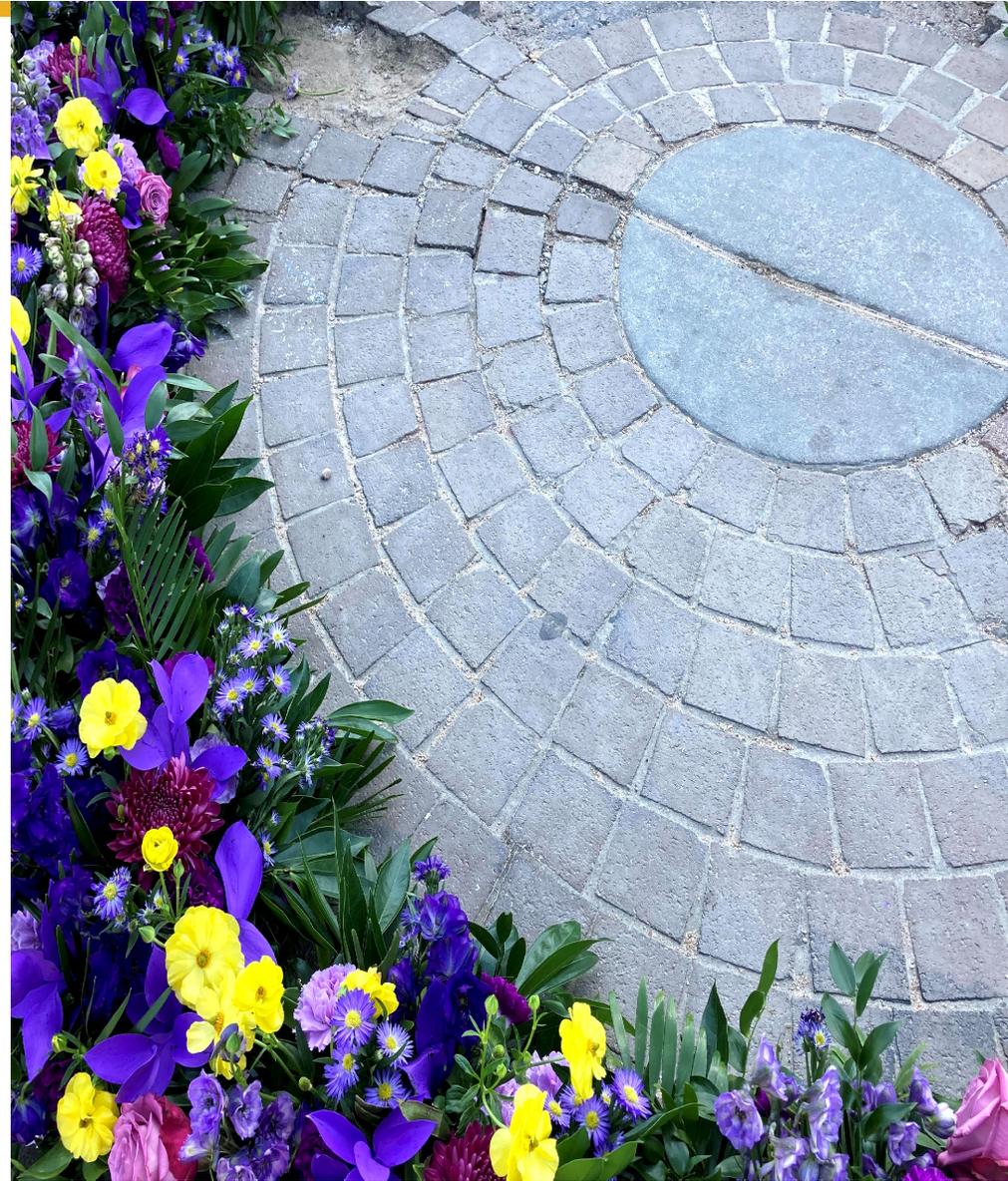
\_\_\_\_\_ Number of Yes answers

Current Level of Risk Chart



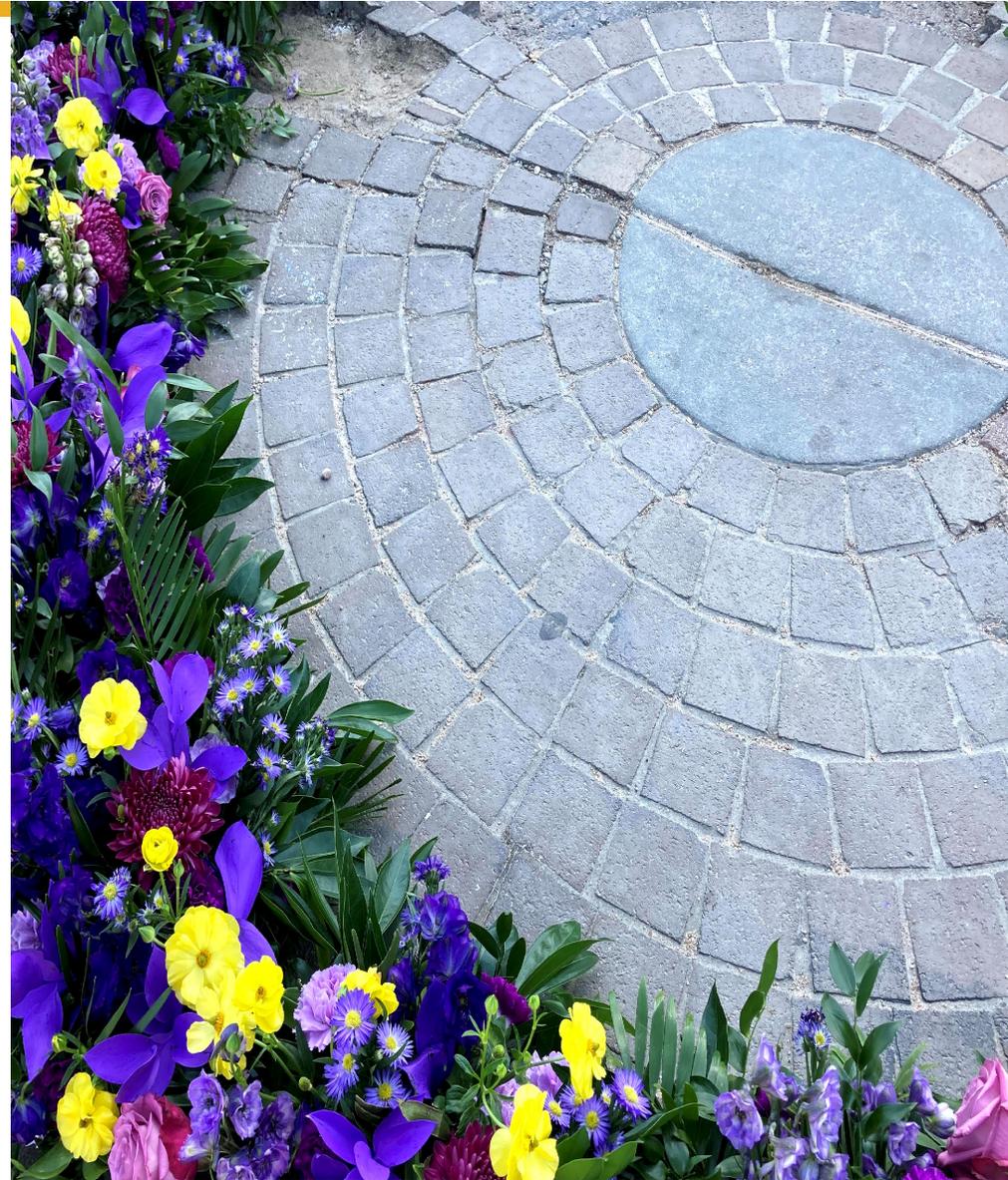
## Protect Against Loss

- **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.



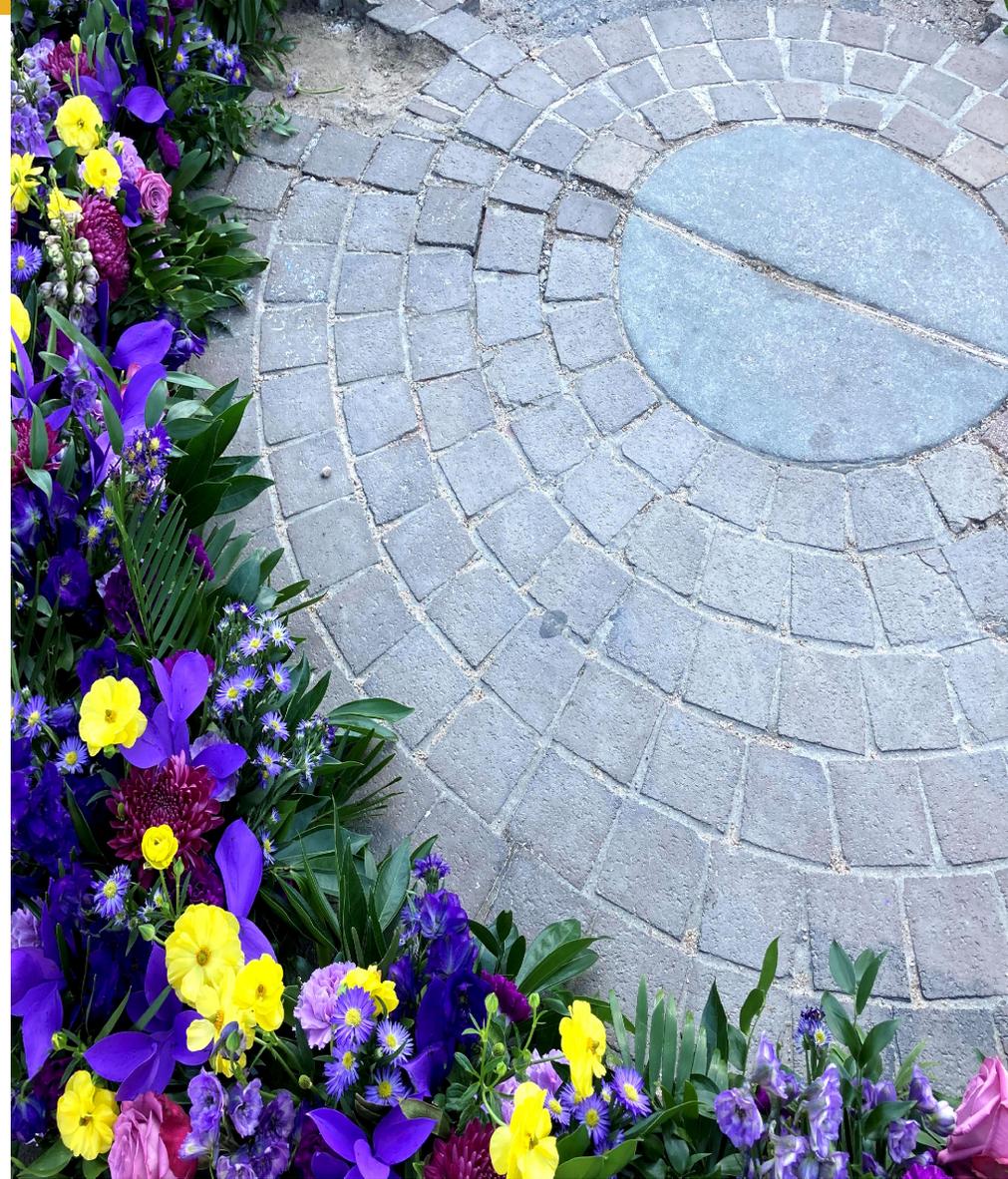
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# Conduct Regular Audits

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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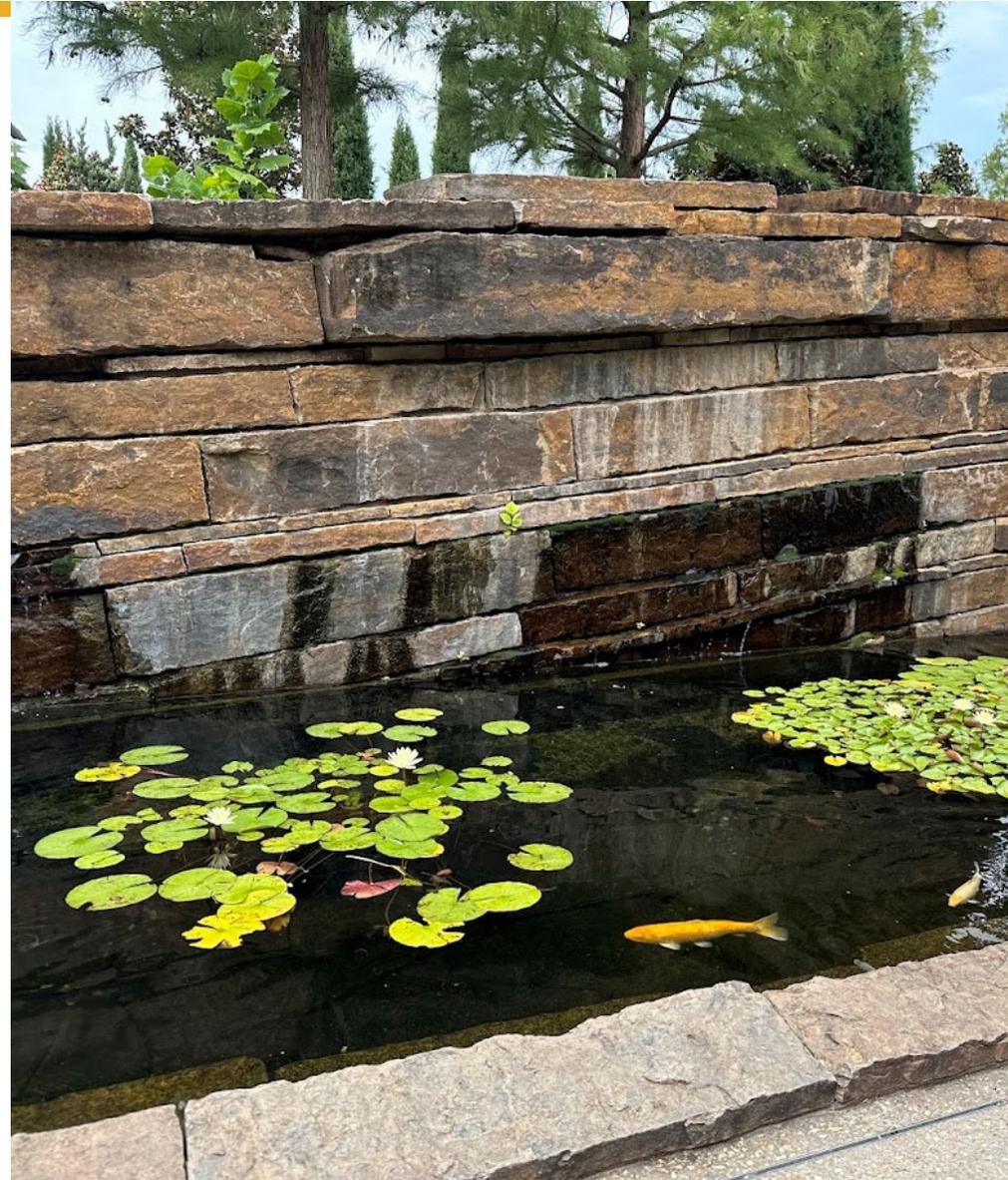
## Companion Document to the Emergency Backup Plan

### 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

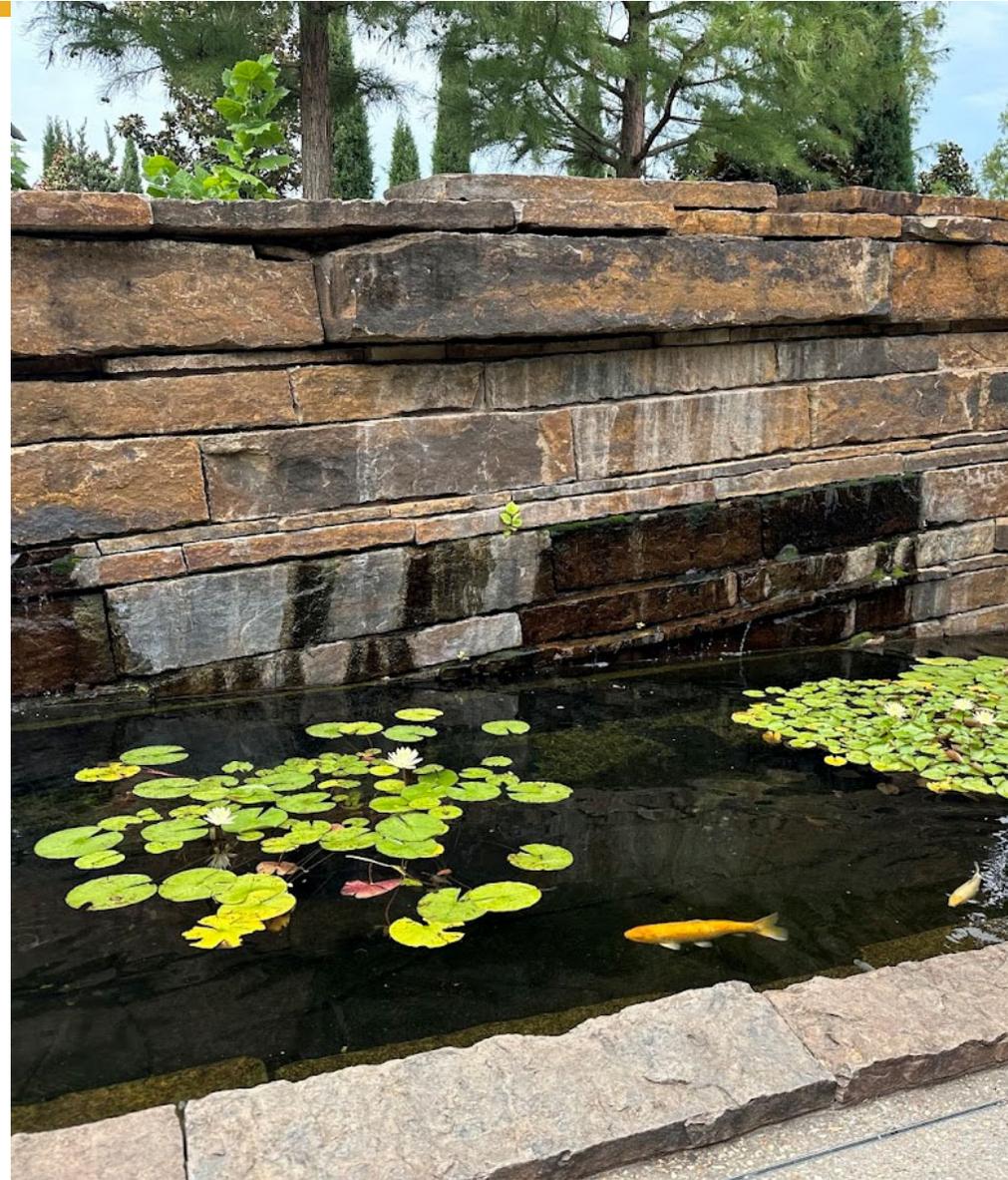
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# Call to Action



## 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?**



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# What's next?

## Measuring & Maintaining Success

- ✓ Impact Reporting
- ✓ Succession Planning

## City Resources

- Connecting with the City of Tulsa
- Neighborhood Success Stories
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**THANK YOU**

