



SUCCESSION PLANNING COMMITTEE ZOOM MEETING
 Zoom Meeting | <https://us02web.zoom.us/j/84345592014>

Dial-In Information: (301) 715-8592 | Meeting ID: 843 4559 2014
Date: June 25, 2021 | Time: 11:00 AM

AGENDA

Quorum: Attendance meets quorum with three (2) voting members present.

Board Members	Board Members	Staff Liaison
Josephine Howard	Marjorie Gaskin	Yolanda Garrett
N’Kosi Jones		

WHAT	PAGES	HOW	WHO
1. Call to Order Moment of Silence Mission Statement Roll Call		Present	Chairperson
2. Reports & Recommendations <ul style="list-style-type: none"> • Succession Plan shell <ul style="list-style-type: none"> ○ Review The ALPI CEO Succession Plan 		Present /Approve	Chairperson/CEO
3. Action: <ul style="list-style-type: none"> • Review The ALPI CEO Succession Plan 		Present /Approve	Chairperson/CEO
<ul style="list-style-type: none"> • Adjournment 		Present	Chairperson

ALPI’s Mission Statement

The mission of The ALPI is to collaborate with community partners and deliver human service programs that empower the economically disadvantaged and others to be self-sufficient.

Community Action Promise

Community Action changes people’s lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community and we are dedicated to helping people to help themselves and each other.

Chief Executive Officer Succession Plan



Emergency Backup Succession Plan

Guidelines for the Appointment of an Interim Chief Executive Officer in the Event of an Unplanned Absence of the Incumbent.

Rationale

The Chief Executive Officer's position in a nonprofit organization is a central element in the organization's success. Therefore, ensuring that the functions of the Chief Executive Officer 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 Agricultural and Labor Program, Inc. The adoption of the policies and procedures, by the Board of Directors, is a temporary appointment of an interim Chief Executive Officer, in the event of an unplanned and extended absence of the Chief Executive Officer. The Board Chairperson, or Board Vice Chairperson in the absence of the Board Chairperson, may determine the appropriate time to initiate the implementation of this plan.

While the Board of Directors 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.

Priority functions of the Chief Executive Officer's Position

The full Chief Executive Officer Position description is attached. ([See Attachment 1](#))

Of the duties listed in the position description, the key functions of the Chief Executive Officer have a corresponding temporary staffing strategy for an interim Chief Executive Officer in the attached Emergency Backup Succession Plan Detail ([See Attachment 2](#)).

Executive Succession Planning Guide

The positions assigned in the Temporary Staffing Strategy are based on The Agricultural and Labor Program's organizational structure as of January 2020. In the event this plan is implemented and those assigned are no longer available or positions are vacant, the board chair may select other senior staff to support each of the key CEO functions. It is the responsibility of the CEO to ensure that positions have appropriate cross-training to successfully implement the temporary staffing strategy.

Business as Usual

This emergency backup succession plan and the staffing structure at The Agricultural and Labor Program, Inc. are intended to minimize disruption in quality service and maintain business as usual to the extent possible. In the absence of the CEO, unless otherwise determined by the board of directors, business as usual includes maintenance of the following ([See Attachment 1](#)):

- Leadership and vision
- Fiscal oversight
- Oversight and guidance on programs and reporting
- Maintain communication with key relationships
- Liaison with the board of directors

Emergency Backup Succession Plan Implementation

The board of directors authorizes the board chair to implement the terms of this emergency backup succession plan in the event of a planned or unplanned temporary, short-term absence of the CEO. The board vice chair is authorized to implement this plan in the event that the board chair is unavailable or cannot be reached. Phone calls and conference calls are an acceptable substitute for any meetings designated in this plan.

As soon as feasible, following notification of an unplanned temporary or short-term absence, the board 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 management team informs the board chair immediately of unplanned absence.
- The board chair appoints an interim CEO.
- The board chair informs the board of the interim CEO appointment.
- The board chair (and potentially other officers) consults with the interim CEO on the circumstances of the absence, organizational situation and related factors.
- After the board chair and interim CEO consult, stakeholders will be notified following the communications plan outlined below.

Definitions

Executive Succession Planning Guide

- A *temporary absence* is one in which it is expected that the CEO will return to her position once the events precipitating the absence are resolved.
- An *unplanned absence* is one that arises unexpectedly, in contrast to a planned leave, such as a vacation or a sabbatical.
- A *short-term absence* is designated as three months or less.
- A *long-term absence* is designated as more than three months.
- A *permanent absence* is one in which it is firmly determined that the incumbent CEO will not be returning to the position.

Emergency Backup plan in event of a short-term, unplanned Absence

Appointment of an CEO

1. The board of directors authorizes the board chair to implement the terms of this emergency backup succession plan in the event of the unplanned absence of the CEO.
2. In the event of an unplanned absence of the CEO, a member of the management team shall immediately inform the board chair of the absence.
3. As soon as is feasible, the board chair may convene a meeting of the management team to affirm the procedures prescribed in this plan or to make modifications the board chair and team deem appropriate.

First backup for the CEO's Position

The board chair may designate **Albert Miller, Community & Economic Services Deputy Director**, to the position of interim CEO. His position description will specify that he may serve as interim CEO in the absence of the CEO unless otherwise decided by the board chair. He will have an emergency backup succession plan with designated appointees if he becomes interim CEO or if he is otherwise unable to serve her own functions as Community & Economic Services Deputy Director,.

Second backup for the Chief Executive Officer's Position

The board chair may also consider splitting duties among designated appointees based on the primary functions to be carried out. (See [Attachment 2](#), Emergency Backup Detail, for complete listing.)

Yolanda Garrett, Human Resources Director, may serve as second backup for the position of interim CEO based on the discretion of the board chair. She may serve should Albert Miller, Community & Economic Services Deputy Director be unable or unwilling to serve as interim CEO

or as otherwise decided by the board chair. She will have an emergency backup plan with designated appointees.

Cross-training plan for appointees

The CEO, in collaboration with the board chair, will develop a plan for training the potential appointees in the priority functions of the CEO which are listed in section 2 above. The cross training plan is attached to this document. (See [Attachment 2](#), for detailed Cross-training Plan.)

The CEO will have the responsibility of handling the logistics of the plan's implementation.

Authority and restrictions of the appointee

The person appointed as interim CEO will have the authority outlined below, except as may be further defined by the board chair.

- Staffing – is authorized to hire and terminate management staff after consultation with the board.
- Financial – Will not have check signing authority. Is authorized to expand resources, in consultation with the board treasurer and board chairperson.
- Public Policy – is to take public policy positions on behalf of the organization with board chair approval.
- Media – is authorized to speak on behalf of the organization or designate a spokesperson.
- Contracts – is authorized to enter into and execute contracts after consultation with the board chair.
- Programs – is authorized to develop new programs and assume new programmatic responsibilities on behalf of the organization in consultation with the management team and board as necessary.
- Collaboration/Partnerships – is authorized to enter into partnerships or develop collaborations with external parties in consultation with the management team and board as necessary.

Compensation

The board chair, in consultation with the executive committee, may consider a salary adjustment for the interim CEO.

Oversight and support for the Interim Chief Executive Officer

As with the CEO, the board chair and board of directors will have the responsibility for monitoring the work of the interim CEO. The interim CEO will provide regular updates, and will meet with the board chair more often as the interim CEO and board chair determine necessary. The board chair will also be alert to the special support needs of the interim CEO serving in this temporary leadership role, and act to address them.

Communications plan

Within eight (8) hours after an interim CEO is appointed, the board chair and the interim CEO 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. funding sources, state associations, partnering agencies, etc.) (see [attachment 2](#)).

Within 24 hours after an interim CEO is appointed, the board chair and interim CEO will implement the communications plan to announce the organization's temporary leadership structure to the management team and the board of directors.

Notifications will take place in sequence on the following timetable:

- Within 24 hours, the board chair will notify the board of directors, funding sources, and the management team by phone, conference call, or meeting.
- Within 24 hours, the interim CEO will notify the staff by e-mail or meeting.
- Within five business days, the interim CEO will notify key stakeholders by phone or email.

Updated Key Contact information will be maintained in the organization's database for easy access on an ongoing basis by a staff member designated by the CEO (For a full overview of the communications plan see [Attachment 2](#).)

Emergency Backup Plan in event of a long-term temporary, unplanned absence

The procedures and conditions to be followed will be the same as for a short-term absence with one addition: The board chair will give immediate consideration, in consultation with the executive management team, to temporarily back-filling the position left vacant by the interim CEO. This is in recognition of the fact that, for a term of more than three months, it may not be reasonable to expect the interim CEO to carry the duties of both positions. The position description of a temporary appointment would focus on covering the priority areas in which the interim CEO needs assistance.

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 board chair will appoint the Succession Planning Committee in accordance with the terms of The Agricultural and Labor Program, Inc. Succession Policy and follow the procedures set forth in the Policy.

Appendix 1 – Attachment 1 – Job Description

Appendix 1 – Attachment 2 – Emergency Backup Plan Detail

Short-Term Staffing of Key Functions

Cross-training Plan

Critical Relationships

Annual Key Events/Milestones Calendar

Critical Information and Contact Inventory Corporate Records

Financial

Auditor

Name: _____
Company: _____
Phone Number: _____
Email: _____

Bank

Name(s): _____
Account Numbers: _____
Branch Representative(s): _____
Phone: _____
Fax: _____
Email: _____

Investments

Financial Planner / Broker Company: _____
Representative Name: _____
Phone: _____
Email: _____

Authorized Signatories

Authorized to make transfers, wire transfers: _____
Alternative(s): _____
Authorized check signers? _____
Is there an office safe? Yes No
Who has the combination/keys? _____

Legal Counsel

Name: _____
Phone: _____
Email: _____

**Technology
Computer Systems**

Name: _____
Company: _____
Phone Number: _____
Email: _____
URL: _____

Telephone System

Name: _____
Company: _____
Phone Number: _____
Email: _____
URL: _____

Human Resources Information

Employee records/personnel files

Employment Eligibility Verification – Form I-9

Other _____

Payroll

Company Name: _____

Account Number: _____

Payroll Rep: _____

Phone: _____

Email: _____

Facilities Information

Office Lease or Building Deed Location: _____

Building Management

Company Name: _____

Contact Name: _____

Phone: _____

Email: _____

Office Security System

Company Name: _____

Account Number: _____

Representative Phone Number/Email: _____

Broker Phone Number/Email: _____

Other _____

Company Name: _____

Contact Name: _____

Phone: _____

Email: _____

Insurance Information

Directors and Officers

Company Name & Policy Number: _____

Contact Name: _____

Phone: _____

Email: _____

General Liability

Company Name & Policy Number: _____

Contact Name: _____

Phone: _____

Email: _____

Other _____

Company Name & Policy Number: _____

Contact Name: _____

Phone: _____

Email: _____

Chief Executive Officer Succession Policy

The Agricultural and Labor Program, Inc.

Chief Executive Officer

Succession Policy

Introduction

A change in executive leadership is inevitable for all organizations. It is a time of both risk and opportunity. It is a period in an organization's history when the board president must increase her/his level of engagement. It is also a time when some may seek assurance of the organization's viability and long-term sustainability.

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

To that end, the Board of The Agricultural and Labor Program, Inc. is adopting this succession policy for purposes of:

- Focusing board attention on leadership team development through annual communications between the Chief Executive Officer and board about the depth of staffing and succession plans for management team positions
- 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 board president shall be responsible for implementing this policy and its related procedures, and for annually reviewing and updating the policy as needed.

In the event of a planned or unplanned leadership transition, the board shall immediately appoint a transition committee which shall plan and manage the transition, including the search for a new Chief Executive Officer

Guiding Principles

- The Agricultural and Labor Program, Inc. is open to and will consider both internal and external candidates when filling the Chief Executive Officer's position. A national search will be conducted unless the board concludes that a current staff member is appropriate and available for the job.
- In organizations such as The Agricultural and Labor Program, Inc. the Chief Executive Officer'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 Chief Executive Officer is maintaining continuity of The Agricultural and Labor Program, Inc. mission-related work. A transition also presents an opportunity for the organization to continue to grow and develop.

Lines of Authority

1. The selection of the Chief Executive Officer is the responsibility of the board.
2. The current Chief Executive Officer has the responsibility to continuously identify, encourage, and help to develop senior managers within the organization who are qualified to meet future leadership needs, whether that be on a temporary or permanent basis.
3. The current Chief Executive Officer has the responsibility to plan for the orderly transition of all senior managers.

Emergency Backup Plan

1. Related to the position of Chief Executive Officer: 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 Chief Executive Officer. This plan is approved by the board and should be reviewed annually. The plan can also serve as the transition plan when there is a vacancy in the Chief Executive Officer's position.
2. Related to management team positions: To be prepared at all times for a senior management transition, the Chief Executive Officer's 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 shall be provided to the board president and made available to the board.

Board Action in the Event of Vacancy in the Chief Executive Officer Position

1. Organizational Assessment: The board or transition committee shall take time to assess the leadership needs of the organization before the search for a new Chief Executive Officer is conducted. The assessment shall include a review and update (if needed) of the organization's strategic plan. 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.
2. Option of appointing an interim Chief Executive Officer: To assure the organization's operations are not interrupted while the board assesses the leadership needs and recruits a new Chief Executive Officer, the board may appoint an interim Chief Executive Officer from among senior executive staff, or hire an interim Chief Executive Officer from outside the organization.

3. Duties of the interim Chief Executive Officer: 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: speaking engagements, grant and contract obligations, reports, licenses, certifications, membership renewals, and other obligations to funders and other stakeholders.
4. Simultaneous transitions for the Chief Executive Officer and Senior Director/Management positions: After appointing an Interim Chief Executive Officer from within, the board may make other temporary senior management appointments from among other senior director/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 Chief Executive Officer

1. The optimal period for the Chief Executive Officer to announce 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 organization's board understands that the time required for successfully completing a planned leadership transition is approximately eight to twelve months.

Role of the Outgoing Chief Executive Officer in Planned Transitions

The departing Chief Executive Officer, unless otherwise directed by the transition committee, will be involved in some transition activities such as: fundraising, communicating with funders and other stakeholders, and briefing the incoming Chief Executive Officer. The departing Chief Executive Officer's role during the transition and after the new Chief Executive Officer starts shall be developed in consultation with the board president and/or transition committee and communicated to the board.

Initial Implementation of the Transition Plan

1. Within fifteen (15) days of the announcement of a planned departure, the board president shall appoint a transition committee. This committee shall be comprised of at least three members of the board. Other external stakeholders and/or staff may be recruited to advise or assist the committee at the discretion of the board president and transition committee.
2. The transition committee will develop a transition plan that addresses: the appropriate preparation prior to launching the search, the conduct of the search and selection process, and the post hire follow-through to ensure the successful onboarding of the new Chief Executive Officer.

3. The transition committee shall be responsible for implementing this transition plan and further developing the plan as needed. At its first meeting, the transition committee shall determine its role, including responsibilities related to conducting the search process. (The transition committee may recommend that the board president appoint a separate search committee, while the transition committee manages the overall transition process for the organization.) The committee shall also discuss and decide on how the senior staff will be substantively involved in the transition planning process and consulted in the selection process.
4. The transition committee shall also determine the need for consulting assistance (i.e. transition management consultant and/or executive search firm) based on the circumstances.
5. As needed, the board president shall authorize an organizational assessment and schedule a board retreat to review and refresh the organization's strategic plan.

The Agricultural of Labor Program, Inc. 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 employees.
2. In order to support the board'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 Chief Executive Officer position.

Adopted by the Board of Directors on the ____ day of _____, 2020.

[First Name] [Last Name], [Title]

Arlene Dobison
Chief Executive Officer

<u>Name</u>	<u>Readiness</u>
Yolanda Garrett	Within One Year
Albert Miller	Within One Year



