



Children First/Communities In Schools of Buncombe
Leadership Continuity Procedures

Board Approved on: TBA

I. SUCCESSION PLANNING FOR EXECUTIVE DIRECTOR

Procedures for the Appointment of an Acting Executive Director (ED) in the Event of the Sudden Absence of the Executive Director.

A. Rationale

In order to ensure the continuous coverage of executive duties critical to the ongoing operations of Children First/Communities In Schools (CF/CIS) of Buncombe County and its services to students and their families, the Board of Directors is adopting policies and procedures for the temporary appointment of an Acting Executive Director in the event of a sudden absence, irrespective of whether it is short-term or long-term, which results in the inability of the Executive Director to carry out and perform their duties within the normal course of business. While the Board acknowledges that such an absence is highly improbable and certainly undesirable, it also believes that due diligence in exercising its governance functions requires that it have an emergency executive succession plan in place. It is expected that this plan will ensure continuity in external relationships and in staff functions. Any and all activities will be consistent with the affiliate's bylaws.

B. Priority Functions of the Executive Director

The key functions of the Executive Director to be covered by an Acting ED include:

1. Serve as the organization's principal leader, representative and spokesperson to the greater community
2. Support the Board of Directors
 - a. Ensure integrity and strength of Board leadership
 - b. Assist with recruitment and orientation of new Board Members
 - c. Prepare reports to the Board of Directors and Executive Committee
 - d. Plan and attend Board Meetings and various committee meetings
3. Lead and supervise the staff
4. Further the implementation and management of the goals in the organization's Annual Operations' Plan
5. Establish, maintain and cultivate relations with donors, partners and other resources to support services and activities
6. Maintain accountability for current year operating budget and financial controls
7. Maintain effective communications and coordination with CIS North Carolina

C. Succession Plan in Event of a Temporary, Sudden Absence (SHORT TERM)

Definitions

- A temporary absence is one in which it is expected that the ED will return to his or her position once the events precipitating the absence are resolved
- A sudden absence is one that arises unexpectedly, in contrast to a planned leave, such as an extended vacation, a sabbatical or retirement
- A short-term absence is 3 months or less

Appointment of the Acting Executive Director

- The Board of Directors authorizes the Executive Committee to implement the terms of this emergency plan in the event of the sudden absence of the ED
- In the event of such an occurrence, the Board Chair will immediately inform the Executive Committee
- As soon as possible, the Board Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee seems appropriate
- The current ED is responsible for recommending to the Board Chair which member or members of the staff team is/are best prepared to serve as Acting ED. Alternatively the ED may recommend an external individual to serve as Acting ED. If the identified individual/individuals are unable to serve for any reason, an alternative member of the team shall be identified or if necessary, the back-up appointee will be the Board Chair. In the event the current ED is incapacitated or incapable of recommending a replacement, the Board Chair shall notify the Executive Committee and the Executive Committee shall make the appointment of the Acting ED. In any case, the Executive Committee makes the final decision on who serves as the Acting ED.
- The Executive Committee may also consider the option of splitting the executive duties among the designated appointees with consideration of appointing one a lead for the group working in close coordination with the Board Chair and Vice Chair.

Competency Development for Staff Team

- The current ED engages in development of the existing staff team to build their competency in the event they are to serve as an interim ED.

Authority and Oversight of the Appointee

- The person appointed as Acting ED shall have the same authority for decision making and independent action as the ED upon assuming the duties prescribed in Section B and all other duties assigned by the Executive Committee
- As with the ED, the Executive Committee will have responsibility for monitoring the work of the Acting ED, with the Board Chair acting as the supervisor for the Acting ED.
- The Executive Committee will also be alerted to special support needs of the Acting ED in this leadership role and should expect to meet monthly during the transition period

Communications Plan

- The Board Chair shall notify the staff as quickly as possible, but not to exceed 48 hours of the known absence, of anticipated changes as a result of the absence of the ED
- As soon as possible after the Acting ED has begun covering a sudden absence, Board Members and the Acting ED shall communicate the temporary leadership structure to the following key supporters external to the organization such as:

- CF/CIS of Buncombe County Board of Directors
- Superintendent of Asheville City Schools
- Superintendent of Buncombe County Schools
- City and/or County Manager
- Chair of City Council and/or County Commissioners
- CIS North Carolina
- Major donors/funders
- Significant partners
- Leaders of local civic organizations

D. Succession Plan in Event of a Temporary, Sudden Absence (LONG TERM)

Definition

- A long-term absence is one that is expected to last more than 3 months

Procedures

- The procedures and conditions to be followed shall be the same as for a short-term absence, with one addition:
- The Executive Committee may give immediate consideration, in consultation with the Acting ED, to temporarily back-filling the position left vacant by the Acting ED. This is in recognition of the fact that, for a term of more than 3 months, it may not be reasonable to expect the Acting ED to carry the duties of both positions.

E. Succession Plan in the Event of a PERMANENT Sudden Absence:

Definition

- A permanent absence is one in which a determination has been made by the Board of Directors that the ED will not be returning to the position
- The procedures and conditions shall be the same as for a long-term temporary absence with these additions:
 - The Board of Directors shall appoint a Transition and Search Committee to plan and carry out the transition of a new Executive Director
 - Consideration should be given to important characteristics and skills for reviewing qualifications of candidates including:
 - Strategic thinking and communication skills
 - Leadership skills and experience
 - Knowledge in the field of education
 - Management (human resources, financial and program)
 - Fundraising, including marketing and public relations
 - Passion for the mission
 - A diverse pool of candidates shall be developed with as many as three finalist candidates presented to the Executive Committee. The Executive Committee will then present its recommendation of at least two candidates for the ED position to the full board for

approval. The final hiring decision of the ED shall be approved by an affirmative vote of the majority of the Board of Directors and stated in the Minutes of the Board Meeting in which the vote is taken.

- In order to ensure a successful transition for the new ED, it is the responsibility of the Executive Committee to develop a detailed orientation process including introduction to the Total Quality System (TQS) and to clearly establish goals and expectations while providing ongoing support and guidance for the first 90 days.

F. Succession Plan Attachments:

- One copy of the Succession Plan shall be maintained in the CF/CIS of Buncombe County administrative office with all attachments listed below. All attachments will be reviewed and updated by the ED within 45 days of the commencement of each fiscal year.
 - Current Executive Director Job Description
 - Strategic and Annual Operations Plans
 - Current Board Roster, List of Officers and Committee Members
 - Current Organizational Chart and Key Staff Contact Information
 - Key Stakeholders Contact List (Superintendent, Principals, Municipal Leaders, Funders)

G. Training

- Whether Interim or Permanent, the new Executive Director completes the CIS University Board Member Pathway within six months of being assigned their position.

II. SUCCESSION PLANNING FOR BOARD CHAIR

Procedures for the Election of a Board Chair in the Event of a Sudden of Planned Departure

A. Rationale

The quality of leadership of the Board of Directors is extremely important to its ongoing success and sustainability. Having a person in the Chair's role who can provide strong leadership, ensure the organization remains mission driven and articulate the vision for the organization are key elements for success. Providing for continuity in leadership of the Board of Directors is carefully managed and cultivated.

B. Priority Functions of the Board Chair

1. Focus on the mission of the organization and plans for achievement of that mission
2. Work in partnership with the Executive Director
3. Set norms and culture for the Board of Directors
4. Represent the Board of Directors as a spokesperson to the general public and at outside events
5. Review financial and budgeting information with the Treasurer and Executive Director
6. Generate Board Meeting agendas in concert with the Executive Director
7. Control and run the Board Meeting agenda, keeping within time limits
8. Set clear expectations for the Executive Director and Committee Chairs for providing informative reports to the Board of Directors
9. Groom and help develop the next Board Chair

C. Process for Developing Future Board Leadership

Systematically developing new board leaders is an ongoing practice, not just something that occurs upon the departure of the Board Chair. Whether the Board Chair departure is sudden or planned, the preparation process is ongoing. Thinking about continuity of Board leadership begins in the initial stages of Board recruitment, with some consideration given as to whether a candidate has any potential to provide leadership for the Board in a few years. When identifying potential leaders, they are given opportunities to develop the necessary perspectives and skills to possibly assume future leadership positions; thus, several Board Members can be in the leadership pipeline at all times.

D. Election Procedures

The President Elect is next in line to succeed the Chair, whether the Chair's departure is sudden or planned and the process for electing the President Elect is as follows:

1. Each year, when elections to the Board are held, all who are interested in serving as President Elect submit their names to the Board Development Committee
2. If no names are submitted, or the Board Development Committee feels that a more diverse candidate pool is desired, the Board Development Committee will discuss alternatives and will seek out additional candidates
3. Normally the person under consideration will have served in another leadership position on the Board, such as an officer or committee chair for a minimum of two years
4. The Board Development Committee reviews the candidates that have been identified and discusses each of them thoroughly before making a final decision on a candidate
5. When elections take place, the selected candidate for President Elect is put before the Board for a vote along with candidates for officers as well
6. Once elected as President Elect, he or she works closely with the Board Chair for the remainder of his or her term
7. Upon expiration of the Board Chair's term, or upon his or her sudden departure, the President Elect must be elected by a majority of the Board in order to serve as the Board Chair
8. The new Board Chair completes the CIS University Board Member Pathway within six months of being elected

CF/CIS of Buncombe Business Continuity Planning Guide

This purpose of this guide is to communicate CF/CIS of Buncombe procedures to follow in the event normal business operations are interrupted due to a natural disaster or emergency situation. Careful contingency planning can minimize interruption, allowing for return to a pre-crisis state as quickly as possible. Procedures will be reviewed periodically with the management team to share with their staff members as appropriate to ensure all employees are prepared to act, if the need arises.

These procedures are designed to provide clear, concise and essential directions for recovering from interruption of normal business operations. The primary areas of focus are: communication, relocation and data recovery.

COMMUNICATION:

To Management Team:

The Executive Director can contact all Management Team members via a group text message. Each Program Director is responsible for contacting staff members that report to them via email or text. A Master List of employees with their contact email and phone numbers is maintained on the Share drive in the folder EMERGENCY EMPLOYEE CONTACT INFO. This information is updated periodically by the Finance & Operations Manager and each director should keep a printed copy in a secure location in the event the server is not available during a disaster.

To: Board Members:

The Executive Director and/or Finance & Operations Manager will be responsible for contacting all members of the Board of Directors in the event of an emergency.

Contact will be made primarily via email. If email is not available, telephone and text will be used.

A current list of all Board members with contact information is kept on the SHARE DRIVE in the EMERGENCY CONTACTS folder. There is also Board contact information in Google Drive and a hard copy is kept in the Finance & Operations Managers office.

Key Constituents:

The responsibility for contacting key constituents of CF/CIS of Buncombe in the event of an emergency will be shared as follows:

The Executive Director contacts:

- CIS NC
- Buncombe County Schools Superintendent
- Asheville City Schools Superintendent

- Buncombe County Schools Student Services
- Asheville City Schools Student Services

The Finance & Operations Managers contacts:

- Bank where CF/CIS of Buncombe funds are on deposit
- Insurance companies
- Payroll Service Provider
- Key vendors, if needed

The Director of Resource Development contacts:

- Major Donors
- Direct Report Staff
- Local Media
- Post Information on Facebook and Twitter

The Director of Community Supports contacts:

- School Principals
- Direct Report Staff
- Volunteers
- Parents/Students

The Director of Advocacy contacts:

- Partner Agencies & Constituents
- Direct Report Staff
- Volunteers

A list of KEY contacts will be consolidated and stored on the SHARE DRIVE, on Google Drive and with a hard copy in the Finance & Operations Managers office. The list will be reviewed and updated annually.

The Executive Director is responsible for developing consistent messaging to be delivered to all constituents.

Telephone System:

Our phone system is in the cloud so calls can easily be routed to alternate phone numbers such as cell phones. In the event of a crisis, the Finance & Operations Manager will make a change to the system voicemail message to relay the temporary location of the organization and how employees may be reached. If necessary, the Finance & Operations Manager can make arrangements to have company calls forwarded to a new temporary telephone number.

Emergency phone numbers and web site addresses:

Police: Emergency, Dial 9-1-1; Our district office: 828-259-9717

Fire: Emergency, Dial 9-1-1; Closest Station is #1; 828-259-5636, 100 Court Plaza, Asheville 28801

Ambulance: Emergency, Dial 9-1-1; Non-emergency ambulance service: MEDIC-EMS, 828-684-028, 5 Westhaven Drive, Arden 28704

Weather Channel: 770-226-0000; <https://weather.com>

Maintenance:

-United Way Building – 828-255-0696

-Asheville Housing Authority – 828-258-1222 and 828-239-3556 for Pisgah View

-Woodridge Apartments – 828-250-0159

IT Services: Charter Spectrum Business 877-892-2220

-FRCE Account # 8351 20 011 0844184

-United Way Account # 8351 20 021 1249606

The Executive Director is the point of contact to deal with emergency personnel. In the absence of the Executive Director, the Director of Community Supports is the point of contact. In the absence of both the Executive Director and the Director of Community Supports, the Finance & Operations Manager is the point of contact

RELOCATION:

In the event the main office is in crisis, management team members (and other employees as appropriate) will meet at the Family Resource at Emma, 37 Brickyard Road, Asheville, NC 28806, (on the campus of Emma Elementary School).

If both the main office and the Family Resource Center at Emma are unavailable due to crisis, the Executive Director will determine which Learning Center (Pisgah View or Woodridge) will serve as the relocation site and communicate which location to the leadership team. If no CF/CIS of Buncombe Learning Center is safe and available, the Executive Director, management team members (and other employees as appropriate) will meet at the West Asheville Library, 942 Haywood Road, Asheville, NC 28806.

Further instructions will be given regarding the organization's response to the incident.

If the situation is serious for the entire Asheville/Buncombe community, employees should get to their homes to be with family, or shelters as needed.

Temporary Relocations:

Depending on the extent of damage to the organization and its facilities, employees may be asked to report to an alternate agency location as their work space for a period of time or to work from home given they have Internet or other communication capability.

DATA RECOVERY:

CF/CIS utilizes Office 365 and service continuity guidance regarding access to agency files is available via:

Office 365 Service Continuity -

<https://docs.microsoft.com/en-us/office365/servicedescriptions/office-365-platform-service-description/service-health-and-continuity>

Office 365 High Availability and Business Continuity -

<https://docs.microsoft.com/en-us/office365/servicedescriptions/exchange-online-service-description/high-availability-and-business-continuity>

Additionally, historical agency information not available on Office 365 is backed up in real time by Carbonite secure online backup service. Details regarding Carbonite are available via:

<https://www.carbonite.com/terms-of-use/product-terms-of-service/>

The Finance & Operations Manager, is charged with backing up financial data on a weekly basis and placing the back-up in a secure, fire-proof and water-proof lock box. The lock box is kept off-site at the CF/CIS of Buncombe Family Resource Center at Emma. The Finance & Operations Manager retains the key for the lock box.

Other important documents such as the IRS 501 (c) (3) determination letter, bylaws, articles of incorporation, donor list, contracts, investment documents, etc. will be kept in the office of the Finance & Operations Manager with copies in a secure, offsite location.

Disaster Recovery Plan:

Protective measures are in place to safeguard all documents, including legal and financial documents that CF/CIS of Buncombe would need to operate the business in the event of an emergency or natural disaster. Those documents are necessary to reconstruct the organization's legal and financial status.

Procedures

1. The accounting system is backed up nightly through a cloud based service with a 30 day retention.
2. All electronic data is stored on a cloud based service.
3. Other important documents such as the IRS 501 (c) (3) determination letter, bylaws, articles of incorporation, donor list, contracts, investment documents, etc. will be scanned and kept electronically on a cloud based service.

In the event the server is unexpectedly shut down, there are multiple ways to recover data and continue operations as soon as possible. Solutions have been put in place to assist in the recovery process if something were to go wrong with company data, as well as other solutions to prevent problems from having an impact in the first place.

For the main server specifically, if there is a normal server shutdown through a common electrical or mechanical failure, backups are in place for of all of the server's data. The backup drive is kept updated with a recent version of our organization's data. The data is backed up on a weekly basis or

more frequently if a major document or file is created that needs to be saved. If company data were compromised, it would be relatively easy to get all operations back up and running smoothly with recent versions of all of our data.

Physical damage to a site would result in a temporary relocation of staff and/or students to another site while the damage is repaired, and in this temporary period there would be no downtime since the site they are relocated to would have computers already set up with all of the same software that they used before.

In the event of a more unconventional problem causing loss of data, such as a fire, tornado or other natural disaster, measures are in place to restore the data.

CRITICAL DOCUMENTS

RECORDS RETENTION POLICY

The destruction of business records and documents is a process that is carefully monitored by CF/CIS of Buncombe County in order to eliminate the possibility of accidental destruction of important records. All records and documents are to be retained and/or destroyed according to the criteria established in the agency Financial Policies, under the direction of the Executive Director and Finance & Operations Manager.

Annually, records that must be retained beyond the fiscal year but are not needed for immediate access are transported to a climate controlled, secured facility off site. The Finance & Operations Manager retains a key for this facility. In the absence of the Finance & Operations Manager, the Director of Community Supports will handle document concerns.

Key documents that have been scanned and saved on the Share drive in the "HISTORICAL DOCUMENTS—Never Delete" folder, as well as on the Finance & Operations Manager's and Operations Coordinator's computer, include:

- 501 © 3 Designation
- Articles of Amendment
- Articles of Incorporation
- Certificate of Existence
- Name Change and Merger documents
- Original Organization Minutes
- Current Bylaws
- Insurance Contracts

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