

## Community Enabler Developer, Inc.

### Strategic Plan 2020-2022

#### Mission Statement

To sensitize the community to the needs of the disadvantaged, to advocate for the good of the disadvantaged and to strive to meet any unmet needs of the citizens of Calhoun County.

#### Core Values

We exhibit integrity without compromise.

We seek to delight our clients.

We embrace personal growth and development.

We care.

We give back.

**Engage and Equip Volunteers:** We have achieved a highly motivated and effective board and are over capacity (17 vs goal of 15). Formal training of all Board Members through resources such as the Community Foundation and some combination of internal and webinars will be a requirement for all volunteers and Board members.

Develop and identify community ambassadors. Build this program out to meet two times a year and identify by 2021 one of these individuals to be a major fund-raising lead. These will be fully trained as well.

**Develop Staff:** We have continuity and consistency in staff but need to build out our succession plan fully in 2020. Complete annual reviews of the Executive Director and the Director of the Staff so that everyone has clear feedback.

**Expand Services:** We launched the thrift store in 2019 and grossed \$12K. We will expand the specialty shop to include furniture. We are working through the addition of a DHR Medicaid Rehab grant from East Alabama Regional Planning for case management that will allow us to expand services. We will boost community resources such as JSU intern possibly to work on our website and increase our social media presence.

**Secure Funding:** We need to increase our public funding as well as maximize our church relationships. We need to look for ways to improve the Tasters Feast by having a board member take the lead and grow it.

**Engage the Board, Staff & Volunteers:** As we may move away from Standards of Excellence and towards GuideStar, we will prepare to make that move. We are reviewing our current

financial provider and possibly making a switch before mid-year 2020 for better financial reporting. We will review the term limits and specify years per Board Member and look to adhere to these going forward.

**Identified critical success factors are.....**

**Funding...we must be willing to be nimble....**

We need to build out the Executive Director succession plan. (See attached document)

We will require all Board Members and Staff to complete training through the Community Foundation in the current year as well as any new Board members we bring on.

We will finish the parsonage renovations so that we can petition with DHR for consideration of our agency for the new program by end of March 2020.

**Getting volunteer instructors as well as volunteer groups to assist with Holloway House**

Build good community partnerships to apply for grants through East Alabama Regional Planning for case management and additional programs as the first one succeeds.

Part of the success of Holloway House had to do with COTH coming in on Saturdays and operating. We will work to identify groups that would be willing to assist with this during peak yard sale months.

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Maudine J. Holloway, Executive Director

EXECUTIVE DIRECTOR'S EVALUATION FORM

Instructions to the respondent: The response form is grouped into sections corresponding with major responsibilities of the executive director. Each section includes several statements relating to particular performance objectives for the executive director in that area. For each of the statements, please respond as follows:

1 = Exceeds major requirements of this area of responsibility 2 = Achieves major requirements of this area of responsibility 3 = Needs to improve in this area of responsibility 4 = Fails to meet major requirements of this area of responsibility N = Not sure; I lack firsthand knowledge in this area

Each section also contains an area for comments regarding strengths the executive director exhibits and opportunities for improvement in his or her performance in that particular area of responsibility. We encourage your responses.

Note: "Not sure" is a useful category if the evaluation respondent group includes individuals who are donors or otherwise key partners outside the organization. If more than 25 percent of board members provide this response, it may indicate an important communication problem between the executive director and the board.

SECTION 1: STRATEGY & PLANNING

- The executive director has worked with the board to develop a clear vision for the organization and understands his or her own leadership role.
- The executive director has organized the development of a written strategic plan, including measurable goals and objectives, consistent with the organization's mission.
- The executive director organized the strategic planning process as a collaborative effort involving volunteers, staff, community leaders and potential donors.
- Up-to-date business plans exist for each of the organization's main business lines. What are the major strengths of the executive director in this area?  
What can the executive director do better in this area?

SECTION 2: PROGRAM MANAGEMENT

- The executive director demonstrates substantive knowledge regarding the organization's programs and services.
- Programs and business lines are operating in accordance with their respective business plans.
- The executive director recommends new programs and business lines and the modification or discontinuance of current programs and business lines, as appropriate.

What are the major strengths of the executive director in this area? Experience & wisdom

What can the executive director do better in this area? Much of the institutional knowledge is in her head. We need to better document information for those who follow

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SECTION 3: PERSONNEL MANAGEMENT

- The executive director selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff and volunteers.
- The executive director delegates tasks and responsibilities effectively.
- Clear and attainable performance standards are established for staff members.
- Annual performance reviews are conducted with staff members.
- A professional development plan in support of staff is in place, and appropriate training is provided to encourage competency and develop new skills.

What are the major strengths of the executive director in this area?

What can the executive director do better in this area?

# Community Enabler Developer, Inc. Succession Plan

## **1. Rationale**

The executive director position in a nonprofit organization is a central element in the organization's success. Therefore, insuring that the functions of the executive director are well- understood and even shared among senior staff and volunteer leaders is important for safeguarding the organization against unplanned and unexpected change. This kind of risk management is equally helpful in facilitating a smooth leadership transition when it is predictable and planned.

This document outlines a leadership development and emergency succession plan for the Community Enabler Developer, Inc. This plan reflects C.E.D. Executive Succession policy and its commitment to sustaining a healthy functioning organization. The purpose of this plan is to insure that the organization's leadership has adequate information and strategy to effectively manage C.E.D. in the event of executive director is unable to fulfill her duties.

## **2. Plan Implementation**

The board of Directors authorizes the Board Chair to implement the terms of this emergency succession plan in the event of a planned or unplanned temporary or short-term absence.

- It is the responsibility of the Executive Director to inform the Board of Directors of a planned temporary or short-term absence, and a plan accordingly.
- It is the responsibility of the Strategic Initiatives Director to immediately inform the Broad Chair of an unplanned temporary or short-term absence.
- As soon as feasible, following notification of an unplanned temporary or short-term absence, the Board President shall convene an Executive Committee meeting to affirm the procedures prescribed in this plan, or to modify them if needed.

## **3. Priority Functions of the Executive Director at C.E.D.**

The full Executive Director position description is attached to this plan.

Among the duties listed in the position description, the following are the key functions of the Executive Director and have a corresponding temporary staffing strategy (see Section #3 for further guidance about temporary staffing).

## Leadership Transitions

Key Executive Director Functions	Temporary Staffing Strategy
Leadership and Vision	Board Chair with Strategic Initiatives Director
Board Administration and Support	Strategic Initiatives Director and Excessive Assistant
Member Services and Programs includes Membership Renewal	Member Service Committee Chair with Member Service Director
Financial Management	Treasurer with Executive Assistant and Accountant
Key Executive Director Functions	Temporary Staffing Strategy
Community & Public Relations	Communications and Outreach Committee Chair, Board President, and Communications and Outreach Director
Spokesperson	Board Chair or his/her Designed

The positions assigned in the Temporary Staffing Strategy are based on C.E.D. organization structure as of November 2004. In the event this plan is implemented and assigned position are vacant or no longer available, the Board Chair shall select other senior staff to support each of the key executive director function.

#### **4. Succession plan in the event of a temporary, planned or unplanned absence-Short-Term**

##### **a. Definitions**

- A temporary absence is one in which it is expected that the Executive Director will return once the events precipitating the absence are resolved.
- An unplanned absence is one that arise unexpectedly, in contrast to a planned leave such as vacation or a sabbatical.
- A temporary absence is 30 days or less.
- A temporary short-term absence is between 30 and 960 days.

##### **b. Temporary Staffing Strategy**

- For temporary planned or unplanned absence of 30 or fewer days, the Temporary Staffing Strategy described above may become effective.
- In the event of a temporary short-term planned or unplanned absence, the Executive Committee shall determine if the Temporary Staffing is enough for this period.

##### **c. Appointing an Acting Executive Director**

\* Based on the anticipated duration of the absence, the anticipated date, and accessibility of the current executive director, the Executive Committee may appoint

an Acting Executive Director, as well as continue to implement the Temporary Staffing Strategy.

**d. Standing Appointees to the Position of Acting Executive Director**

- \* The first position in line to be Acting Executive Director is the current Board Chair, if the current Board Chair accepts the position, he/she will take temporary leave from the Board of Directors.
- \* The second position in line is a previous Board Chair or current Board Membership
- \* The third position in line is Director-level staff.
- \* In the event the available staff is new to the position or inexperienced with C.E.D., the Executive Committee may consider other appointees or the option of splitting executive duties among designated appointees.

**e. Cross-Training Plan**

- The Executive Director shall develop a training plan for each Director-level position for each
- An up-to-date training plan shall be attached to this document.

**f. Authority and Restriction of the Acting Executive Director**

- The Acting Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Decisions that shall be made in consultation with the Board Chair and/or Executive Committee included staff hiring and terminations, financial issue, taking on a new project, and taking public policy positions on behalf of the organization.
- For additional communication guidelines refer to the organization's operating policies on transitions.

**g. Compensation**

- Director-level staff appointed as Acting Executive Director may receive an end of year bonus or additional benefit. This shall be determined by the Executive Committee based on the duration of the assignment and available resources.
- If staff serves as Acting Executive Director for 6 months or more, the Executive Committee may consider a salary adjustment.
- A current or former board member appointed as Acting Director may enter into an independent contractor agreement, depending on the circumstances of their availability.
- The Executive Director on leave is eligible for disability insurance, C.E.D. maintains a self-insured 30-day policy and a long-term disability policy that becomes effective at 90 days.

**h. Board Oversight and Support to the Acting Executive Director**

- The Acting Executive Director reports to the Board Chair. In the event the Board Chair becomes the Acting Executive Director, the Vice President shall be appointed Board Chair.
- The Executive Committee shall be alert to the special support needs of the Acting Executive Director in this temporary role. The Executive Committee shall convene monthly when an Acting Executive Director is appointed.

**i. Communications Plan**

- \* Within 48 hours after an Acting Executive Director is appointed, the Board Chair and Acting Executive Director shall meet to develop a communications plan including the kind of information that will be shared and with whom.

## Leadership Transitions

- The following chart identifies key supporters and a primary contact to facilitate communication.
- As soon as possible, the Board Chair and Acting Executive Director shall implement the communications plan to announce the organization's temporary leadership structure to staff, the Board of Directors, and key supporters.
- Update contact information shall be maintained in the organization's database with the following designations:
  - Key Contact List
  - Extended Key Contact List
  - Past Board Officers/Members List
  - Foundation CEO's and Membership
  - Other Organization Contacts
- Within 5 business days, the Board of Directors shall distribute a press release with general information appropriate to the situation.

Key Supporters	Communication Responsibility

### 5. Succession plan in the event of a temporary, unplanned absence-Long-term

#### a. Definition

- A long-term absence is 90 days or more.



## **b. Procedures**

### **Leadership Transitions**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following addition:

The Executive Committee shall give immediate consideration, in consultation with the Acting Executive Director, to temporary filling the management position left vacant by the Acting Executive Director, or reassigning priority responsibilities where help is needed to other staff. This is in recognition that, for a term of 90 days or more, it may not be reasonable to expect the Acting Director to carry the duties of both positions.

The Board Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Acting Executive according to the organization's Performance Review Policy. A review shall be completed between 30 and 45 days.

## **6. Succession plan in the event of a PERMANENT unplanned absence.**

### **a. Definition**

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

### **b. Procedures**

- Procedures and conditions to be followed shall be the same as for a temporary short-term absence with the following additions:

- The Board of Directors shall consider the need to hire an interim Executive Director from outside the organization instead of appointing an Acting Executive Director. This decision shall be guided, in part, by internal candidates for the Executive Director position, the expected time frame for hiring a permanent executive, and the management needs of the organization at the time of the transition.

The Board of Directors shall appoint a Transition Committee to implement the organization's Executive Succession Policy to transition to a new permanent executive director. A copy of this policy is attached.

### **c. Hiring an interim Executive Director**

- If an interim Executive Director is hired, the Board Chair and Executive Committee shall negotiate an independent contractor agreement with a defined scope of work.
- The scope of the agreement with an interim Executive Director shall be determined based on an assessment of the organization's needs at the time of the leadership transition.
- The rate of compensation shall be based on guidelines for interim Executive Directors followed by the Calhoun County of Nonprofit Organizations.

### **d. Responsibilities of the Interim Executive Director**

- An Interim Executive Director shall have full authority for day-to-day decision making and independent action as the regular Executive Director.
- Decisions that shall be made in consultation with the Board Chair and/or Executive Committee include staff hiring and terminations, financial issues, taking on a new project, and taking policy positions on behalf of the organization.
- For additional communication guidelines, refer to the organization's operating policies on transitions.

## Leadership Transitions

### **e. Board Oversight and Support to the Interim Executive Director**

- The Interim Executive Director reports to the Board Chair.
- The Executive Committee shall be altered to the special support needs of the Interim Executive Director in this temporary role. The Executive Committee shall convene monthly when an Interim Executive Director is hired.
- The Board Chair and Executive Committee are responsible for gathering input from staff and reviewing the performance of the Interim Executive Director according to the organization's Performance Review Policy. An initial review shall be completed between 30 and 45 days and 90 days thereafter.

### **7. Approvals and maintenance of record**

#### **a. Emergency Succession Plan Approval**

- This emergency succession plan shall be approval initially by the Board of Directors.
- Thereafter, annually, the Executive Committee shall review the plan and recommend amendments to the full Board as needed.

#### **b. Signatories**

- The Board Chair, the Executive Director, and the appointees designated in the Emergency Succession Plan shall sign the plan.
- At all times the Board Chair and Treasurer and at least one Director-level staff, in addition to the Executive Director, shall have signature authorization for checks and contracts for the organization.

#### **c. Maintenance or record**

\* Copies of this plan shall be maintained by all members of the Board of Directors, Director-level staff and the organization's auditor in accordance with document retention requirement.

#### **d. Financial Considerations**

1. It shall be the responsibility of the Executive Committee to review the organization's finances during an unplanned absence of the Executive Director.
2. C.E.D. maintains an operating reserve that the Board Chair is authorized to access with Executive Committee approval.