

# SUCCESSION

## What Do We Do Now?

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# WHAT IS SUCCESSION

- When should plan begin?
- What is involved?
- Board responsibilities

# WHY?

- Number of directors/staff retiring or “moving on”

# SEPARATION

- Temporary
- Retirement
- Termination

# CORPORATE ISSUES

- Incorporation documents
- Bylaws
- Cooperation (Agreement) Plan and Letter
- Corporate Seal
- Official Minutes and Resolutions

# WHERE ARE THE RECORDS?

- Board Minutes
- Digital, Tapes, Copies
- IRS Returns
- 501 Decisions if Non Profit
- Corporate Seal

# FINANCIAL

- Budgets
- Audited Financial Statements
- Blank Checks
- Bank Statements and Reconciliation
- Signature Cards and Resolutions
- Computer Passwords
- Contact people with financial institutions

# INVESTMENTS

- Where?
- Documents
- Next Renewal
- Procurement
- Advisors and records
- Sweep Accounts



# INSURANCE

- Liability
- Property
- Directors and Officers
- Automobile
- Workers' Compensation
- Procurement
- Dec Sheets
- Renewals/comparisons

# ADA

- Inspection
- Results
- Plan

# EMPLOYEE RECORDS

- Payroll
- Personnel Files
- Personnel Handbook
- I-9
- Confidential medical and other
- Everify

# VENDORS

- Procurement files
- Everify information and documentation
- Contact persons
- Contracts in place? Extensions?
- Vendor lists: minority and women owned
- RFP's
- Attorney procurement
- Auditor procurement

# WHERE ARE THE FILES

- Who
- Where
- Passwords
- Backups
- Who has access

# POLICIES

- Official Copies
- Implementation done?
- New policy suggestions?
- Annual and Five Year Plans
- Resident Organizations

# HUD REPORTS

- When due?
- Who in charge?
- Back-up documentation
- Any pending at this time?

# CALENDAR

- What
- When
- Duties
- Responsibility
- SEE HUD CALENDAR 2017 Handout



# BACKUPS AND STORAGE

- Archived files
- Destruction logs
- Access index
- Machine records: copy, phone, etc.
- Warranties
- Supplies
- Access to record retention area

# WEBSITE MANAGER

- Passwords
- Access
- Changing
- What is process?

# FINANCIAL MANAGEMENT

- Financial Flowchart
- Procurement process through Audit
- Record retention
- Latest Procurement Policy
- Internal audits, quality controls
- Audit procurement
- Past records?

# PROCUREMENT

- Vendors, Contracts: When expire?
- When RFP developed and sent?
- Process for bidding.
- Past procurement records and files.
- Write-off policy and inventory control
- Access to procurement files
- Any outstanding bills?

# PERMANENT CHANGE

- Notice
- How to search
- Who is interim or acting
- Search and interview issues
- Avoiding troublesome issues
- Duty assignments
- Transition Period
- Timing and transition

# WHAT DUTIES?

- Job Description: up to date
- What else does he/she do?

# WHAT DO WE WANT?

- Progressive or adventuresome?
- Aggressive, self confident
- Peacemaker
- Planner, conformist or risky
- Politician issues
- Results oriented?

# THE SEARCH

- National publications
- HUD
- Headhunter or outside entity
- Process of initial interview and review
- Who is in charge during this period?
- Board reports: good or bad?



# BOARD MEETINGS

- Beware open meetings laws
- Keep minutes
- Interviews and techniques

# BOARD INTERVIEW

- How many?
- Questions
- Avoid personnel issues
- Examples for response and guidance

# CONDITIONAL OFFER

- Drug test
- Criminal history
- Credit report
- Date to start
- Transition/training

# TRANSITION MEETINGS

- Welcome Reception
- Mayor, City Council
- Community Organizations
- Helping Organizations
- Tenant Organizations
- Budget and finances

# INITIAL NOTIFICATION

- HUD
- Appointment of acting person
- City
- Staff
- Residents
- BOARD OVERSIGHT PLAN: finances, duties
- Communication Plan and Crisis Plan

# BOARD SHOULD EXPECT

- Openness
- Leadership Plans
- Reports
- Weaknesses and remedies
- Communication with board

# DIRECTOR SHOULD EXPECT

- Trust
- Communication
- Support
- Being able to manage
- Education opportunities
- Good transition plan

# TRANSITION ISSUES

- Budgets
- Audits
- HUD reviews
- Personnel retention, disciplinary actions for past three years
- Lawsuits pending and settled
- EEOC complaints
- Fair Housing Complaints
- Board meeting issues and minutes



# CONCLUSION

- Need to develop
- Need to know plan in advance
- Best interest of the Board
- Best interest of the ED
- Best interest of the staff
- Best interest of the residents
- NOT AN ADVERSARIAL MATTER !!!

# FINALLY

- CAN'T BE DONE OVERNIGHT
- TAKES PLANNING
- PROCESS: REVIEW, DOCUMENTS, GATHERING INFORMATION, INTERVIEWING, PREPARATION, AMENDMENTS
- AND FINALLY: A PLAN TO HELP EVERYONE