

Emergency Succession Plan Adopted on May 22, 2018, current review

The Board of Directors of Staunton-Augusta-Waynesboro Habitat for Humanity (SAW HFH) recognizes that this is a plan for contingencies due to the disability, death or departure of the Executive Director. If the organization is faced with the unlikely event of an untimely vacancy, SAW HFH has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of SAW HFH has reviewed the job description of the executive director. The job description is attached (Attachment A). The board has a clear understanding of the Executive Director's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and community presence.

Succession Plan in Event of a Temporary, Unplanned Absence: Short-Term

A temporary absence is one of less than three months in which it is expected that the Executive Director will return to his/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. The Board of Directors authorizes the Executive Committee of SAW HFH to implement the terms of this emergency plan in the event of the unplanned absence of the Executive Director.

In the event of an unplanned absence of the Executive Director, the Board Chair is to immediately inform the Executive Committee of the absence. As soon as it is feasible, the Chair should convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications as the Committee deems appropriate.

At the time that this plan was approved, the position of Acting Executive Director would be the Chief Operating Officer, Board Chair, or designee of the Executive Committee.

Should the standing appointee to the position of Executive Director be unable to serve, the first and second back-up appointees for the position of Acting Executive Director will be designated by the Executive Committee.

The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

Authority and Compensation of the Acting Executive Director

The person appointed as Acting Executive Director shall have the full authority for decision-making and independent action as the regular Executive Director.

The Acting Executive Director may be offered a temporary salary increase to the entry-level salary of the executive director position.

Board Oversight

The Executive Committee is responsible for monitoring the work of the Acting Executive Director.

The above named people will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Executive Director, the Board Chair will notify staff members, members of the Board of Directors and key volunteers of the delegation of authority.

As soon as possible after the Acting Executive Director has begun covering the unplanned absence, Board members and the Acting Executive Director shall communicate the temporary leadership structure to the following key external supporters of SAW HFH. This may include (but not be limited to) government contract officers, foundation program officers, civic leaders, major donors and others (please specify): Collaborating organizations, banks, and major donors.

Completion of Short-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead SAW HFH should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence: Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition: The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily filling the management position left vacant by the Acting Executive Director. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Executive Director to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Executive Director needs assistance.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Executive Director returns to lead SAW HFH should be determined by the Executive Director and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

Succession Plan in Event of a Permanent Change in Executive Director

A permanent change is one in which it is firmly determined that the Executive Director will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Directors will appoint a Transition and Search Committee within 15 days to plan and carry out a transition to a new permanent executive director. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee may also determine the need for an Interim Executive Director, and plan for the recruitment and selection of an Interim Executive Director and/or permanent Executive Director.

Checklist for Acceptance of All Types of Emergency Succession Plans

- Succession plan approval. This succession plan will be approved by the Executive Committee and forwarded to the full Board of Directors for its vote and approval. This plan should be reviewed annually.
- Signatories. The Board Chair, the Executive Director, the deputy director or human resources administrator and the Acting Executive Director shall sign this plan, and the appointees designated in this plan.
- Organizational Charts. Two organizational charts need to be prepared and attached to this plan. Prepare and attach an organizational chart reflecting staffing positions and lines of authority/reporting throughout the organization. Prepare and attach a second organizational chart that reflects how that structure will change within the context of an emergency/unplanned absence of the Executive Director.
- Important Organizational Information. Complete the attached Information and Contact Inventory and attach it to this document. Also attach a current list of the organization’s board of directors.
- Copies. Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Executive Director, the Acting Executive Director Appointee, the human resources department, and the organization’s attorney.

ATTACHMENT A: Executive Director Job Description

Job Title:	<i>Executive Director</i>	
Department:	Executive Office	Status: Exempt
Reports to:	Board of Directors	Date Created: 8/15/16

JOB SUMMARY:

The Executive Director, in accordance with the objectives, policies and directives set forth by the SAW Habitat Board of Directors, provides overall executive leadership for the Affiliate and ReStore. Responsibilities include: supervision and mentoring of paid staff; maintaining and enhancing the infra- structure of the affiliate; serving as the primary communication link among directors, officers, committees and volunteers; networking with community partners; serving as the public face and corporate spokesperson for SAW Habitat; assisting in the development of a fund raising strategy; providing the necessary management to ensure that the whole organization runs smoothly and effectively while carrying out the goals and objectives of the affiliate.

ESSENTIAL JOB FUNCTIONS:

Oversee management of the SAW Habitat office, to ensure that; Correspondence and messages go to appropriate committees; an accurate records system is developed and maintained; timely donation receipts are given and retained; state, federal, and Habitat reports are filed; homeowner documents are kept in locked files; original legal papers are kept in a safety deposit box; legal accountability is maintained.

- Prepare and submit all reports necessary to sustain the various grants received by the affiliate.
- Provide oversight to ensure that materials associated with obtaining home grants and other steps necessary to close on affiliate properties are completed in a timely manner.
- Determine staffing needs and present them to the Board of Directors for approval; upon

approval, interview, employ, supervise and evaluate paid staff members. Provide staff assignments as necessary.

- Oversee the orientation, training and evaluation of board members, volunteers and staff; conducts at least monthly staff meetings.
- Communicate with the Treasurer and Bookkeeper regarding maintenance of financial records, signing checks, deposits and internal financial controls.
- Work with public figures and organizations, including media personnel, civic and religious groups, city officials, Habitat homeowners, Board of Directors, merchants, volunteers, Habitat for Humanity International to further the mission of the organization.
- Work with the Financial Advisory Council Chair to establish and implement fund development strategies.
- Present Habitat program to the community via presentations to community groups, media outlets, businesses, civic groups and religious organizations.
- Prepare and submit a written monthly report to the Board of Directors; attends monthly meetings of the Executive Committee, Board of Directors, and other committees as necessary.
- Take part in an annual performance review with the Board President.
- Maintain a close working relationship with the Construction Supervisor, including working knowledge of site progress to ensure that projects are built within time and budgetary parameters; maintain close working relationships with the Volunteer Coordinator, and ReStore managers to ensure adequate volunteers are available for projects and ReStore profitability.
- Maintain and update affiliate Policies and procedures and employee job descriptions.

REQUIRED KNOWLEDGE AND SKILLS:

- Dedication to and ability to articulate the mission and core values of Habitat for Humanity.
- Excellent written and verbal communication, public relations and organizational skills.
- Strong interpersonal skills and the ability to train and supervise a variety of people, personalities and backgrounds.
- Capable of managing multiple tasks and thrive in a deadline driven environment with frequently changing priorities and flexible work hours.
- Ability to plan, schedule, prioritize, coordinate, delegate and manage multiple work activities.
- Valid driver's license, a clean driving record and insurable.

EDUCATION AND EXPERIENCE:

A bachelor's degree or equivalent experience in managing a nonprofit organization. Positive interpersonal skills with experience in fundraising. Solid written and verbal communication skills as well as excellent time management and organizational skills and the ability to motivate staff and volunteers. Ability to handle and defuse challenging situations with tact, and demonstrate good conflict resolution skills. Experience in working with the media. Commitment to a safe, secure and friendly work environment. Basic computer knowledge including use of Microsoft Office.

ENVIRONMENTAL CONDITIONS AND PHYSICAL REQUIREMENTS:

Work time is primarily in an environmentally controlled office setting and at various business, church, building sites and other locations for presentations and to oversee volunteer activities. Work involves the use of standard office equipment. This includes the use of hands, arms, legs and feet and may include some light lifting.

Locations	Filing Cabinet	External HD	Carbonite	Dropbox	Board Portal	Other 1
Audited financial statements	B	H:\FINANCE\Audits and 990s	YES		YES	
Blank Checks	D		YES			
Board Minutes		H:\ORG DOCUMENTS\Board Minutes	YES	Dropbox> Organization Files	YES	
Bylaws		H:\ORG DOCUMENTS\BYLAWS	YES	Dropbox> Organization Files	YES	
Client Records	C	H:\PARTNER FAMILIES	YES			
Computer passwords		H:\BACKUPS	YES	Dropbox>Jill and Lance		
Corporate Seal		H:\ORG DOCUMENTS	YES		YES	
Current and previous Form 990s	B	H:\FINANCE\Audits and 990s	YES		YES	
Deeds	A	H:\HOMEOWNER MORTGAGES\Homeowner Deeds	YES			Safety Deposit Box Union Bank
Donor Records			YES			Finance 1 Quickbooks https://habitat.littlegreenlight.com
EIN #: 54-1648901			YES	Dropbox>Jill and Lance	YES	
Employee Records	B	H:\PERSONNEL	YES			
Financial Statements	B	H:\FINANCE\Audits and 990s	YES		YES	
I-9s	B	H:\PERSONNEL	YES			
IRS Determination Letter		H:\ORG DOCUMENTS	YES	Dropbox> Organization Files	YES	
IRS Form 1023		H:\ORG DOCUMENTS	YES	Dropbox> Organization Files	YES	
Mission Statement			YES		YES	Multiple Locations
Office Lease		H:\ORG DOCUMENTS\CONTRACTS & AGREEMENTS	YES		YES	Safety Deposit Box Union Bank
State or District Sales-Tax		H:\FINANCE\SALES TAX	YES			Finance 1 Quickbooks
VDACs Exemption Certificate		H:\ORG DOCUMENTS	YES	Dropbox>Jill and Lance	YES	
Vendor Records		H:\INSURANCE\Vendor Insurance	YES			
Volunteer Records			YES			https://habitat.littlegreenlight.com

Auditor

Name: Didawick & Company
Phone Number/Email: 540-885-0855

Bank 1

Name(s): First Bank
Account Numbers:
051402589 0904322393 Main Checking
051402589 0904322385 Escrow Account
7700018495 CD
Phone Number: 540-213-7288
Fax: 540-213-7202

Bank 2

Name(s): First Bank & Trust
Account Numbers:
70007943 Business Checking
CD 0004: 2703454 CD 0006: 2705072
CD 0007: 2705073
Branch Representative(s): John Bowers
Phone Number: 540-885-8000

Bank 3

Name(s): Suntrust Bank
Account Numbers:
1000018880483, Money Market
17546004841/500000001 Endowment

Human Resources Information

Payroll

Company Name: Intuit Payroll
URL: <https://fullservicepayroll.intuit.com>

Facilities Information

Building Management

Contact Name: Allen Dahl
Phone Number/Email: 540-849-0358

Office Security System

Company Name: _____
Account Number _____
Representative Phone Number/Email: _____
Broker Phone Number/Email: _____

Insurance Information

Company/Underwriter: Lockton Affinity
Representative Phone Number: 888-553-9002
Policies
General Liability: GL1065849-17
Property (including crime): PC 1065849-17
Umbrella: UM1065849-17
Directors & Officers: DO 1065849-17
Accidental Medical: MED 1065849-17
Volunteer Disability: DIS 1065849-17
Workers' Compensation: C48744230

Unemployment Insurance
Company/Underwriter: State of Virginia

IRA

Company/Underwriter: Thrivent
Group# 003045912-001
Member ID: 514911693
Phone Number: 800-847-4836

Who is authorized to make transfers?
Executive Director under 15,000, President
and Treasurer above 15,000.

Who is authorized to make wire transfers?
Executive Director under 15,000, President
and Treasurer above 15,000.

Are there alternatives? No, unless approved
by Board of Directors.

Who are the authorized check signers? Board Chair,
Past President, Secretary

Is there an office safe? Located in ReStore 1 office.
Who has the combination/keys? Yes, Lance B, Bill M

Date of Completion for Information and Contact
Inventory: 09/03/2019

Name of Person Completing Document:
Executive Committee & Lance Barton

Jennie Hill, Board Chair Date

Renee Hartless, Treasurer Date

Charles Frankfort, Past President Date

Pat Katz, Secretary Date

Witness (current Board member) Date

Lance Barton, Executive Director Date

ORIGINAL

Auditor

Name: Didawick & Company
Phone Number/Email: 540-885-0855

Bank 1

Name(s): First Bank
Account Numbers:
051402589 0904322393 Main Checking
051402589 0904322385 Escrow Account
7700018495 CD
Phone Number: 540-213-7288
Fax: 540-213-7202

Bank 2

Name(s): First Bank & Trust
Account Numbers:
70007943 Business Checking
CD 0004: 2703454 CD 0006: 2705072
CD 0007: 2705073
Branch Representative(s): John Bowers
Phone Number: 540-885-8000

Bank 3

Name(s): Suntrust Bank
Account Numbers:
1000018880483, Money Market
17546004841/500000001 Endowment

Human Resources Information

Payroll

Company Name: Intuit Payroll
URL: <https://fullservicepayroll.intuit.com>

Facilities Information

Building Management

Contact Name: Allen Dahl
Phone Number/Email: 540-849-0358

Office Security System

Company Name: _____
Account Number _____
Representative Phone Number/Email: _____
Broker Phone Number/Email: _____

Insurance Information

Company/Underwriter: Lockton Affinity
Representative Phone Number: 888-553-9002
Policies
General Liability: GL1065849-17
Property (including crime): PC 1065849-17
Umbrella: UM1065849-17
Directors & Officers: DO 1065849-17
Accidental Medical: MED 1065849-17
Volunteer Disability: DIS 1065849-17
Workers' Compensation: C48744230

Unemployment Insurance
Company/Underwriter: State of Virginia

IRA
Company/Underwriter: Thrivent
Group# 003045912-001
Member ID: 514911693
Phone Number: 800-847-4836

Who is authorized to make transfers?
Executive Director under 15,000, President
and Treasurer above 15,000.

Who is authorized to make wire transfers?
Executive Director under 15,000, President
and Treasurer above 15,000.

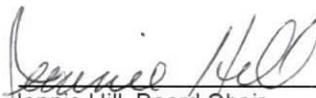
Are there alternatives? No, unless approved
by Board of Directors.

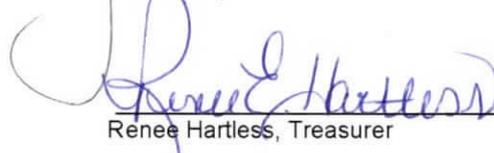
Who are the authorized check signers? Board Chair,
Past President, Secretary

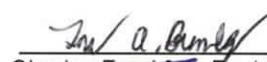
Is there an office safe? Located in ReStore 1 office.
Who has the combination/keys? Yes, Lance B, Bill M

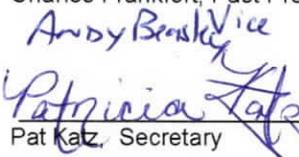
Date of Completion for Information and Contact
Inventory: 09/03/2019

Name of Person Completing Document:
Executive Committee & Lance Barton

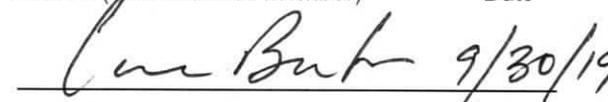

Jennie Hill, Board Chair 9/24/19 Date


Renee Hartless, Treasurer 9/30/19 Date

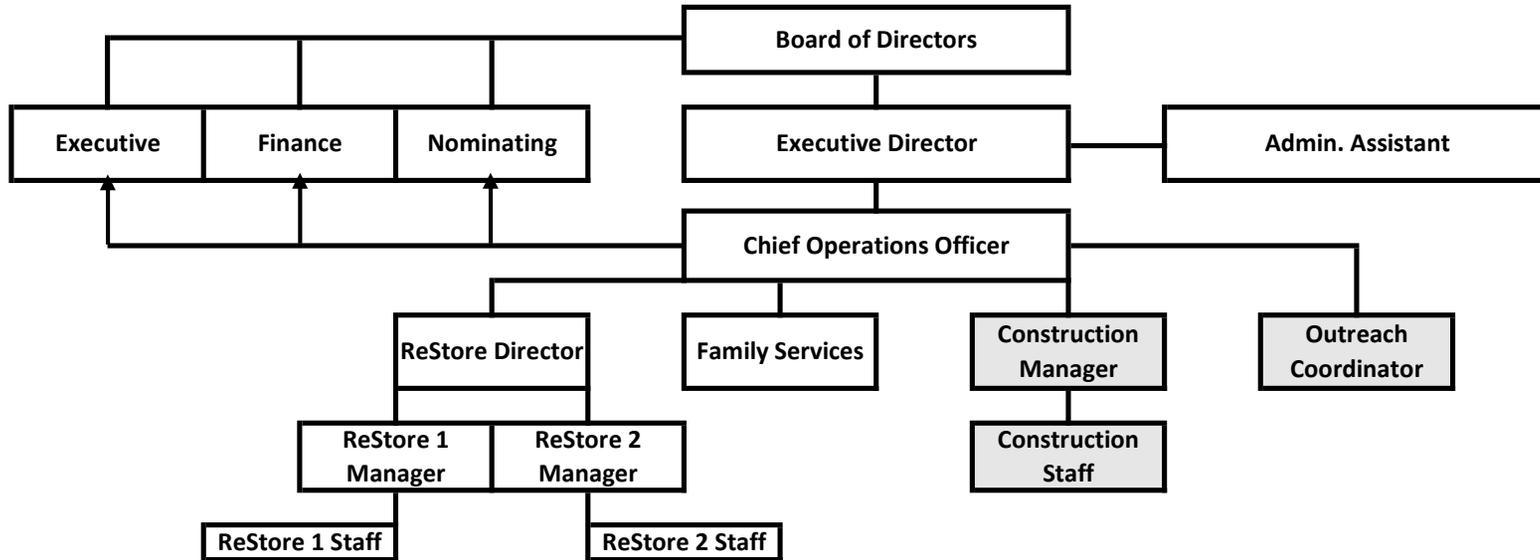

Charles Frankfort, Past President 9-30-19 Date


Pat Katz, Secretary 9/27/19 Date


Witness (current Board member) 9/27/19 Date


Lance Barton, Executive Director 9/30/19 Date

SAW HFH Organizational Chart: Standard Operations



SAW HFH Organizational Chart: Emergency Succession Plan

