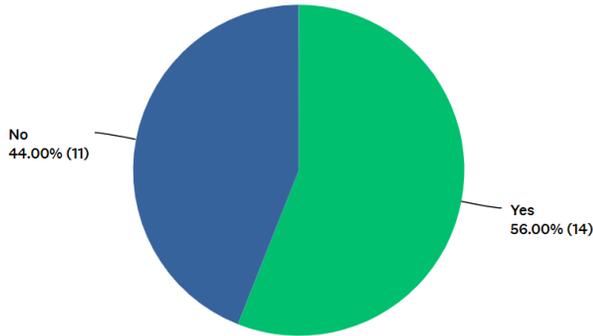


BPAP Distribution & Response: The survey was distributed to 46 BPAB members and 25 executed the survey for a 54% response rate.

Following are results of questions asked, and additional comments, if any.

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Do you currently have a formal or informal Succession Plan for your Board?

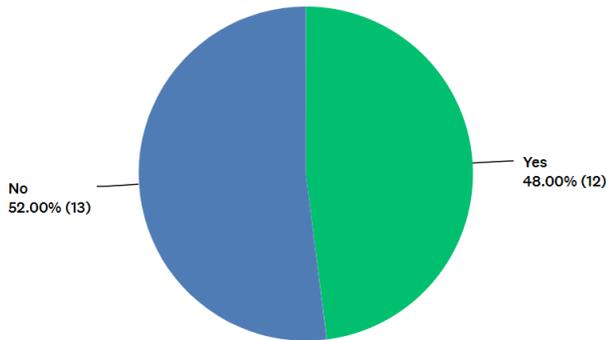


What recommendations do you have for Board succession planning?

- My board represents 12-counties with 27 members and 5 ex-officio. I would like to see someone from each county mentoring a young and upcoming leader to be considered for the board.
- Generally we move from Board Sec to VP to President. However, the Pres of the board does not have term limits so the Sec and VP keep changing without taking a position in the rotation.
- Officers actively participate and interact with the Board seats above them so as to fully understand the role prior to taking that office.
- Identify and encourage leaders in the community to engage with your program. Start by having them head special committees or initiatives. Utilize community leadership programs if possible to educate about ED.
- Our board members attend the sales tax training put on by TEDC as well as hold memberships in TEDC and IEDC so they receive educational information. We invite them to attend events and keep them up to date on key information. Each board members' attendance record and involvement is noted and from this, they are promoted to voting members as then elevated to officer positions on the board. We have 5 ex-officio positions as well as 5 voting positions.
- Keep a list of qualified and interested potential board candidates which can be referenced when needed.
- Rotate offices held among the Board members
- Have Vice-Chair involved in meetings with Chair / Exec

- We are now requiring anyone interested in serving on a board to go through Citizen's Government Academy.
- Utilize programs like "Citizens University" and partner with the local Chamber of Commerce to fill the pipeline for prospective Board positions.
- Rotating member replacement with term limits for board members. We have 3 - 2 year terms for board members. One or two rotate off each year.
- Approximately a year before we know a board member will rotate off, we begin asking board members and the Mayor for names of people who would be good candidates for the position and meet the criteria for membership that is in our by-laws.
- Succession Plans have a regular performance evaluation process; Develop a key task list by function; Annual calendar; "Where is everything?"; List outside critical relationships; Update donor lists; Document institutional memory/knowledge; Appreciation rituals; Get the board on board—form succession committee for board succession and for management
- Identify business leaders who want to be engaged in shaping ED program and processes. Plan to have all board members attend the TEDC sales tax training. Encourage creating working committees to have all of the board members engaged in the process in introducing or reshaping certain programs of work.
- Be mindful of diversity, including thought diversity; that represents the community, membership or constituent base. Don't wake up one day only to realize the board is not at all representative.
- We have a prepared list of potential Board member candidates. Recently we have recommended that our board pre-meet with all the candidates on the list to make sure they understand the commitment it takes to be on the Board and that they are focused and believe in our mission. Our Bylaws state that our EDC makes the Board member nomination recommendations to the City for their final approval or decline.
- If at all possible, ask the City Council to approve board member replacement recommendations made by your board. Never allow the majority of your board to be City officials or staff.

Do you currently have a formal or informal Succession Plan for your Staff?



What recommendations do you have for Staff succession planning?

- Evaluate the various skills / experience of staff and determine their potential value to the future of the organization to determine if it will be necessary to seek staff outside of the organization
- I have had the opportunity to hire a new admin almost three years ago. I have since "moved" him into the "EDC Specialist" and hired another admin. Internal training made that possible. Please train your people in all facets of the office. Don't be an "information hog". Be willing to offer people an opportunity to "move up" if they desire and are qualified to do so. Hire quality people and provide quality training - a win/win.
- We have a advancement outline for each of the four positions in our office - from specialist to manager to director of each position. For the executive director position, we have a staff member who is in the assistant director position who can qualify and potentially move up when a vacancy occurs should the board choose to promote from within versus seeking outside candidates.
- We follow city wide policies established by our human resources department. During interviews, we always take into account their future growth within the organization and whether they have innate qualities to advance into higher positions.
- Require all work be done on shared file directories
- All contacts be maintained in common dbase / CRM
- Have Staff involved in "confidential" meetings
- Involve Staff in varied responsibilities (budget, marketing, BRE, etc.)
- Training up the Assistant Director for IEDC certification to be the next potential EDC Director. Potential list of candidates for other staff that might be available should a position become unexpectedly open.
- Identify potential staff who want to be engaged in learning and shaping ED program and processes. Plan to have all staff members attend the TEDC sales tax training, followed by other training with TEDC or IEDC forums. Plan to develop the next Executive Director from the staff.
- Always hire with the intention of training someone to take your place.
- We are a staff of two with distinct skill sets so succession planning does not really work for us.
- Training for the role and delegation of some duties so the successor has enhanced firsthand knowledge and experience.
- Staff openings occur infrequently and the pool of applicants would always be changing. Succession planning for staffing would be difficult. On rare occasions, but sometimes, a quality person will be interested and can "just wait" for an opening.
- Offer necessary training and mentoring for different levels of staffing to help prepare them for future opportunities within the department. Cross train where possible.
- I am currently sending my ED Coordinator through EDI and have also made her responsible for overseeing specific projects to build her knowledge.
- I think sometimes this is overrated. A staff person who is identified as part of the succession plan does not guarantee the person is promoted. If this is general practice than why have it when the end result is a dissatisfied employee who often times will leave and go to another city.
- Documentation, Policy and Procedures Manual
- Hire well, train your staff, and cross-train all your employees (including yourself) to be prepared in the event that one or more team members leave the team.