

## INTERNAL MEMO

TO: Library Board of Trustees  
FROM: Jeannie Dilger, Executive Director  
DATE: January 4, 2019  
SUBJECT: Succession Plan

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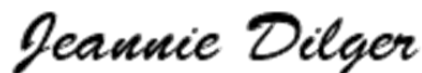
Trustees,

We are scheduled to review the succession plan every year in January. I have attached a revised version of the succession plan with updated names to reflect changes in staffing.

I am also including a sample succession plan from the Illinois Library Association. You'll notice that while our document is designed to cover the all-important day-to-day operations in my absence, the ILA document talks about the process of replacing the Executive Director, whether on a temporary or permanent basis. It discusses such activities as appointing an interim/acting director and hiring a search firm. Knowing that these activities are still relatively fresh in your minds as a board, I wanted to share this with you for your consideration. Should the board wish to include some of these activities in the current succession plan, you may want to discuss it at an upcoming board meeting or refer it to a committee for more in-depth discussion.

Feel free to reach out with any questions you have.

Sincerely,



Jeannie Dilger  
Executive Director

**Palatine Public Library District**  
**Administrative Succession/Cross-Training Plan**  
January 2, 2019

This succession/cross-training plan is designed to ensure the continued effective operation of the organization by making provisions for replacement of key staff members, most notably the Library Executive Director. A succession/cross training plan should identify the critical functions of the Executive Director's job, designate one or more emergency backups for each function, duty or role and prepare the Library for both planned and unplanned vacancies. With this in mind, the following information is provided to assist staff and the Library Board of Trustees in the event of a temporary, but extended, or permanent vacancy for the position of Library Executive Director.

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**List of Executive Director's Key, Ongoing Tasks**

Daily Tasks

- Respond to in-person questions and interactions with staff
- Work on deadline-driven and ongoing projects
- Read relevant journals and online information
- Respond to email and phone messages from staff, patrons, colleagues, and vendors

Weekly Tasks

- Attend scheduled meetings with staff, typically 4 per week; planning, performance evaluation, policy review, operations, collection, problem solving, etc.
- Sign imprest checks as required
- Review progress on system-wide plans, goals and projects
- Assigned shifts as person in charge (PIC)
- Respond to comment forms submitted by patrons

Monthly/Quarterly

Meetings

- ~~Partners for Our Communities Executive Committee (monthly, before POC Board)~~
- POC Board (monthly, 4<sup>th</sup> Wednesday)
- ~~Palatine~~ Chamber of Commerce Board (third Tuesday of the month) ~~—delegated to Assistant Director Melissa Gardner~~
- ~~UP Coalition Steering Committee Meetings (monthly, 4<sup>th</sup> Wednesday) — delegated to Assistant Director Melissa Gardner~~
- Board of Library Trustees' Policy Committee (monthly, 4<sup>th</sup> Thursday)
- Regular Meeting of the Board of Library Trustees (monthly, 2<sup>nd</sup> Wednesday)
- Management Team Meeting (monthly 3<sup>rd</sup> Wednesday)
- Management Team Training (monthly 4<sup>th</sup> Thursday)
- Meet with Library Board president to set agenda for monthly Board meeting

- ~~SLURP Directors Lunch meetings (quarterly)~~

#### Monthly/Quarterly

##### Other

- Prepare (with other staff) for the Regular Meeting of the Board of Library Trustees – agenda and packet (including Executive Director’s Report) are typically posted the Friday before the Board meeting, the agenda must be posted no later than the Monday before the Board meeting
- Prepare reports on specific topics such as reciprocal borrowing, services, programs, etc.
- Approve invoices for the monthly warrant
- Review budget reports that have been prepared for the Board
- Attend training and professional development opportunities as relevant
- Network with other Library Directors, community agencies, and community members (venues and formats vary)
- Meet with the Library’s affiliate Boards: Foundation (typically monthly) and Friends Board (typically the 5<sup>th</sup> Wednesday, or quarterly)
- Complete the administrative tasks found in the Board Calendar

#### Annual

- Update Library’s ~~Long Range Plan and~~ Strategic Plan documents and monitor implementation process
- Assist with the budget planning process (spring)
- Review and update the Library’s financial and related operational plans
- Assist the Board with revision of the salary schedule as related to the budget planning process (winter)
- Prepare the Budget and Appropriations Ordinance (summer, for posting by mid-August statutory deadline)
- Prepare the Tax Levy Ordinance (fall approval, no later than statutory date in December)
- Participate in activities pertaining to specific sections of and review of the annual Per Capita Grant application (throughout year, due in fall of each year)
- Provide information for and review annual Illinois Public Library Annual Report prior to approval by Board and submission to state
- Review Library’s information for annual Public Library Data Services statistical report
- Oversee annual performance appraisals and salary review process

#### **Mission-Critical Documents located on M drive (Administration)**

Access to this drive granted to Executive Director, Assistant Director ~~for Public Services~~ (Gardner), ~~Assistant Director for Support Services~~HR Manager (~~Galvan~~Schaeffer), Finance Manager (~~Stapleton~~Schwarz) and Administrative Coordinator (~~Petterson~~TBD)

- Current and Archived Policies
- Budget - Working Budget and Budget Category Guidelines

- Freedom of Information (FOIA) Documents, including organization chart
- Special Reserve Fund Plan, current and previous versions
- Bond Fund Plans, (retired)
- Statistics Templates
- Budget and Appropriations Ordinances
- Privacy Audits
- Levy Ordinances
- Technology Plans
- Disaster Plan
- Strategic and Long Range Plans
- Trustee Notebook documents
- Most current appraisal of library buildings and holdings
- Annual financial audits
- Board calendar
- Insurance information
- Miscellaneous Ordinances and Resolutions
- Library Mission Statement
- Renovation plans
- List of Library District Contracts, updated as needed
- Succession Plans
- Tax Exempt letter

#### **Mission-Critical Documents located in file drawers or on shelf, Director's office**

- Calendar of Board Actions Required at Specific Times and Appropriation and Levy Timetable (prepared by Library's attorney) (~~binder on shelf~~bulletin board)
- Lease North Hoffman Branch, Willow Recreation Center – Hoffman Estates Park District (file)
- Lease Rand Road Branch, Community Resource Center – Northwest Community Healthcare (file)
- Trustee Facts File, current edition (shelf)
- LACONI annual survey (shelf)
- Public Library Data Services annual survey (shelf)
- Library Law publication, current edition (shelf)
- Policy Notebook, print version (shelf)
- Policy Documents (website)
- Copy of annual audit (~~shelf~~file)
- Board meeting agenda documents (~~on shelf until~~ digitized, paper copies of some agenda docs for past 2 years)

#### **Mission-Critical Documents located elsewhere**

- Corporate Seal – Finance Manager, ~~Regina Stapleton~~Beth Schwarz
- Employer Identification Number (EIN) - Finance Manager, ~~Regina Stapleton~~Beth Schwarz
- Audited financial statements - Finance Manager, ~~Regina Stapleton~~Beth Schwarz (also 1 copy in Executive Director's Office on shelf)

- Sales-Tax exemption letter - Finance Manager, ~~Regina Stapleton~~[Beth Schwarz](#) and on M drive
- Blank Checks - Finance Manager, ~~Regina Stapleton~~[Beth Schwarz](#)
- Donor records - Finance Manager, ~~Regina Stapleton~~[Beth Schwarz](#)
- Vendor records - Finance Manager, ~~Regina Stapleton~~[Beth Schwarz](#)
- Volunteer records – Administrative Coordinator, ~~Debbie Pettersen~~[TBD](#)
- Employee records – ~~Assistant Director for Support Services, Maureen Galvan~~[HR Manager, Mary Schaeffer](#)

### **Critical Relationships and Contacts**

- Palatine Opportunity Center Board of Directors (Director, Kathy Millin)
- Palatine Chamber of Commerce Board of Directors (Director, Steve Gaus)
- UP Coalition (Director, Allen Swilley)
- Library Foundation Board (Chair, Ed Kerr)
- Friends of the Palatine Library (~~Co-Chairs, Jill Jensen~~[Ann Marquardt and Barb Zimmermann](#))
- Rotary Club of Palatine (President, Hank Sbotka)
- Vendors: list available from ~~Library Accounting Coordinator~~[Finance Manager](#)
- Auditor (George Roach and Associates)
- Banks: Palatine Bank and Trust
- Attorney (Klein, Thorpe and Jenkins, ~~Ken Friker~~[Dennis Walsh](#) /-Tom Melody)
- Financial Advisor (~~Ehlers and Associates~~[PMA Securities, John Piemonte](#)~~Robert Lewis~~)
- SLURP - bimonthly lunch meeting of local library directors (Marilyn Genther, convener)

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### **MEDIA CONTACTS**

Contact Andrea Lublink, Communications and Marketing Manager, for an updated list of media contacts.

#### **Daily Herald**

~~Books & Enrichment Daily Herald~~ — ~~nbrcalendar@dailyherald.com~~

~~James Kane~~ — ~~jkane@dailyherald.com~~

~~Renee Trappe~~ — ~~rtrappe@dailyherald.com~~

~~Norrine Twohey~~ — ~~ntwohey@dailyherald.com~~

~~(forwards press releases to correct person)~~

~~Doug Graham~~ — ~~dgraham@dailyherald.com~~

~~Susan Klovstad~~ — ~~sklovstad@dailyherald.com~~

#### **Chicago Tribune**

~~Suburban Bureau Northwest~~ — ~~ctc-northwest@chicagotribune.com~~

~~Trib Local~~ — ~~triblocaltips@chicagotribune.com~~

~~Cara DiPasquale~~ — ~~cdipasquale@chicagotribune.com~~

### **Palatine Patch**

Palatine Patch [palatine@patch.com](mailto:palatine@patch.com)

### **Journal & Topics Newspaper**

Denise Fleischer [lifestyles1@journal-topics.info](mailto:lifestyles1@journal-topics.info)

Richard Mayer [news\\_pa@journal-topics.info](mailto:news_pa@journal-topics.info)

### **Show the Burbs**

Dennis White [dwhite@redzone360.com](mailto:dwhite@redzone360.com)

### **Pioneer Press (Chicago Tribune Suburban news chain)**

Myrina Petlicki [myrna\\_petlicki@sbcglobal.net](mailto:myrna_petlicki@sbcglobal.net)

## **TRAINING PLAN**

Each year those staff named below as competent and expected to stand in for the Executive Director will be trained or their competency will be confirmed in each of the duties, responsibilities or roles. Training will include performing named duties concurrent with the Executive Director and, when appropriate, in lieu of the Executive Director with ensuing Executive Director review and input. Developmental goals of those being cross-trained will include mastery or continued competency in those areas of backup and responsibility.

Policy 4 delineates the duties and responsibilities of the Library Executive Director. Two employees who are currently (or will be trained to be) competent in fulfilling of such duties in the absence of the Executive Director are listed in bold following each.

### **4 - Library Administration: Library Executive Director**

#### **4-1: Duties and Responsibilities**

The Library Executive Director is responsible for the administration of the Palatine Public Library District, in accordance with the laws of the State of Illinois and within the guidelines established by the Board of Trustees. The principal accountabilities are to staff the Library with competent personnel, operate the library to attain the greatest value in user satisfaction from funds available, and to advise the Board on all matters within its area of responsibility.

Duties and responsibilities of the Executive Director include, but are not limited to, the following:

- (1) Carrying out the policies, decisions and plans of the Board.

**(Assistant Director Melissa Gardner and Assistant Director Maureen Galvan)**

(2) Preparing all reports pertinent to the Library District and any requested by the Board.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(3) Preparing and implementing the preliminary annual working and appropriation budgets.

(Finance Manager ~~Regina Stapleton~~ Beth Schwarz and Assistant Director Melissa Gardner)

(4) Preparation of long term plans to meet the future needs of the District.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(5) Coordination with other governmental agencies, the Friends, and the community.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(6) Supervision of the building and grounds.

(Facilities Manager Gregg Szczesny and Assistant Director Melissa Gardner)

(7) Supervising selection and purchase of materials.

(Assistant Director Melissa Gardner and Technical Services Manager ~~Shelby Ricci~~ Kristin Sedivy)

(8) Responsible for supervision, performance, and evaluation of all personnel.

(~~Assistant Director Maureen Galvan~~ HR Manager Mary Schaeffer and Assistant Director Melissa Gardner)

(9) Attending those professional meetings that may be beneficial to the library district.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(10) Acting as an advisor to the Board on the technical aspects of library problems.

(will vary by issue at hand, Assistant Director Melissa Gardner to facilitate)

(11) Authority to hire such other employees as may be necessary, to fix their compensation, and to remove such appointees, subject to approval by the Board.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(12) Ensures that the District complies with all applicable federal, state, and local statutes, ordinances, and regulations.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

(13) Attendance at all board meetings except those portions at which the evaluation, appointment, or salary of the Executive Director is to be

discussed.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

- (14) The right to readjust working hours and staff assignments from time to time as the needs of the library may require and to re-assign employees to the branches when necessary.

(~~Assistant Director Maureen Galvan~~ HR Manager Mary Schaeffer and Assistant Director Melissa Gardner)

Appendix 4 of the Policy Notebook delineates the duties of the Library Executive Director. **Two employees** who are currently (or will be trained to be) competent in fulfilling of such duties in the absence of the Executive Director are listed in bold following each.

#### APPENDIX 4 - The Role of the Executive Director

The Executive Director shall:

1. Recommend new or revised policies.

(Assistant Director ~~Maureen Galvan~~ Melissa Gardner and relevant Manager)

2. Assist in establishing the annual budget.

(Finance Manager ~~Regina Stapleton~~ Beth Schwarz and Assistant Director Melissa Gardner)

3. Hire and supervise subordinate staff.

(~~Assistant Director Maureen Galvan~~ HR Manager Mary Schaeffer and Assistant Director Melissa Gardner)

4. Assist in goal/objectives development.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

5. Maintain compliance with Federal and State statutes.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

6. Promote the services of the library to the community and develop community programs.

(Assistant Director Melissa Gardner and Communications Manager Andrea Lublink)

7. Identify needs of the Library District.

(Assistant Director Melissa Gardner ~~and Assistant Director Maureen Galvan~~)

8. Administer budget established by Board on use of monies.

(Finance Manager ~~Regina Stapleton~~ Beth Schwarz and Assistant Director Melissa Gardner)

9. Manage the operation of the Library.

(Facilities Manager Gregg Szczesny and Assistant Director Melissa Gardner)



10. Take responsibility for salary reviews and performance appraisals of each Staff member.  
| (~~Assistant Director Maureen Galvan~~HR Manager Mary Schaeffer and Assistant Director  
Melissa Gardner)

11. Recommend changes in salary ranges to the Board for approval.  
| (HR Manager Mary Schaeffer~~Assistant Director Maureen Galvan~~ and Assistant Director  
Melissa Gardner)

12. Maintain communications with the library community.  
(Assistant Director Melissa Gardner and Communications Manager Andrea Lublink)

13. Orient new Board Members.  
| (Assistant Director Melissa Gardner~~and Assistant Director Maureen Galvan~~)

The Board of Directors of the Illinois Library Association (ILA) understands its responsibilities to the membership to provide plans and procedures for the untimely vacancy of the Executive Director. Contingencies to ensure leadership transitions for both interim and long-term vacancies have been evaluated and approved by the Executive Board and its attorney.

The ILA Executive Committee has reviewed the job description of the Executive Director (Attached). The Committee understands the executive director's role in organizational leadership, program development, program administration, operations, board of directors' relationships, financial operations, resource development and partnerships with other agencies.

### **Succession Plan in the Event of a Temporary, Unplanned Absence: Short Term**

A Temporary absence is one of less than three months with the expectation that the Executive Director will return to his position. An unplanned absence arises unexpectedly and is not considered in the same fashion as an extended vacation, sabbatical or a planned leave of absence. At the occurrence of an unplanned absence the Committee is authorized to implement the terms of the Emergency Plan.

If an unplanned absence occurs, the Executive Director or other highest ranking staff member is to immediately inform the President or highest ranking board member of the absence. The President shall convene a meeting of the Executive Committee to affirm the procedures of the emergency plan or to make modifications as deemed appropriate.

An Acting Executive Director shall be named based upon management experiences within the association or within the library community. Under the conditions of this plan and as adopted by the Board of the Directors, the Acting Executive Director is named on the attached document. The Acting Executive Director and recommended compensation is reviewed and agreed upon annually by the Executive Board.

Consideration shall be given to the dual role and level of responsibilities of each position including hiring additional staff to maintain the integrity of association operations. Should the appointee be unable to serve, or only serve on a temporary basis, the Committee would interview and appoint an acting executive director. The Committee may also divide duties and responsibilities among existing staff and a new appointment.

### **Authority and Compensation of the Acting Executive Director**

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

The Acting Executive Director may be offered:

- A temporary salary increase that reflects the entry-level salary of a similar position
- **And/or**
- A bonus during the Acting Executive Director Period

**Board Management**

The President shall be responsible for monitoring the work of the Acting Executive Director. The Committee shall provide support to the President and Acting Executive Director recognizing the unique needs of a temporary leadership role.

**Communication Plan**

Upon appointment, the Acting Executive Director will notify staff and the ILA membership of new leadership and authority. The Acting Executive Director and the Board of Directors will notify key external agencies, organizations, vendors and financial institutions of the change. The President will work with the Acting Executive Director, its accountant and the association's legal and financial vendors to assure a smooth transition.

**Completion of Short-Term Emergency Succession Period**

The President and the Executive Director shall agree upon a date to return and resume duties. A reduced schedule with limited responsibilities may be granted depending upon circumstances for a defined period.

**Succession Plan for a Temporary, Unplanned Absence: Long Term**

A long-term absence is one that is expected to last more than three months. The same procedures for the short-term absence shall be followed with the exception of hiring a temporary replacement for a designated vacated internal position.

**Succession Plan in Event of a Permanent Change in Executive Director**

Upon determination that the Executive Director's absence is permanent either by agreement or otherwise, the Committee shall implement the procedures of the long term unplanned absence with the following additions:

- The Committee shall appoint a Transition and Search Committee to carry out the tasks necessary to transition to a new permanent Executive Director
- The Committee shall make a determination regarding hiring an outside consultant for assistance to plan and manage the search
- The Committee shall make a determination regarding the continuation of the Acting Executive Director and/or the Acting designated internal position.

**Attachments:**

Named Acting Executive Director and compensation  
Information and Contact Inventory  
Organizational Chart

Approved February 8, 2013

#### Attachment - Named Acting Executive Director and Compensation

In the event that the Emergency Succession Plan is activated through an unplanned vacancy, the Acting Executive Director of the Illinois Library Association shall be Cyndi Robinson, Conference and Continuing Education Manager. As funds permit, a salary adjustment shall be made that reflects the entry level market rate for similar positions in non-profit organizations.

Upon reinstatement or hiring of a new Executive Director, the Acting Executive Director may also be awarded a bonus at the discretion of the ILA Executive Board based on effort and maintenance of the organization during the vacancy period.