



EXECUTIVE DIRECTOR SUCCESSION PLAN

Purpose

The Glencoe Public Library Board of Trustees (Board) has established this plan to determine procedures and contingencies due to the absence or departure of the Executive Director, and to facilitate the transition to both interim and long-term leadership of the Glencoe Public Library (Library).

I. Temporary Leave of Absence: Short-Term

A short-term temporary leave of absence is defined as being three months or less in length in which it is expected that the Executive Director will return to their position once events precipitating the absence are resolved. A short-term temporary leave of absence can be defined as unplanned, one that arises unexpectedly; or planned, such as a sabbatical.

In the event of an unplanned absence, the Executive Director, the Technical Services & Automation Operations Manager, or the Children's Services & Public Operations Manager will notify the Board President of the absence. As soon as possible, the Board President shall convene a special board meeting to affirm the procedures prescribed in this plan or to make modifications as the Board deems appropriate.

The Board shall enter closed session to discuss this matter as it pertains to 5 ILCS 120/2 (c) (1):

The appointment, employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting, or specific volunteers of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee, a specific individual who serves as an independent contractor in a park, recreational, or educational setting, or a volunteer of the public body or against legal counsel for the public body to determine its validity. However, a meeting to consider an increase in compensation to a specific employee of a public body that is subject to the Local Government Wage Increase Transparency Act may not be closed and shall be open to the public and posted and held in accordance with this Act.

The Board President shall designate one or both of the following current library employees as Acting Executive Director:

- Becky Halcli, Technical Services & Automation Operations Manager, or
- Ann Finstad, Children's Services & Public Operations Manager

The Board may split Executive Director duties between the designees as they deem appropriate, or seek the counsel of the Executive Director to finalize the selection of the Acting Executive Director taking into consideration factors including but not limited to

current work responsibilities and the availability of the Executive Director during the temporary leave of absence.

Acting Executive Director

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

The Board may, but is not required to, offer a biweekly payroll bonus equal to 5-15% of the Acting Executive Director's current regular rate of pay for the duration of the leave of absence.

Board Oversight

The Board President, or a Trustee appointed by the Board President, shall be responsible for monitoring the work of the Acting Executive Director during the leave of absence period and will be sensitive to the special support needs of the Acting Executive Director in this temporary leadership role.

Communication

The Board President shall confirm with the Board, and notify staff and the Friends of the Glencoe Public Library (Friends) immediately after transferring responsibilities of the Executive Director to the Acting Executive Director.

Immediately after the Acting Executive Director assumes their role, the Board President and the Acting Executive Director shall communicate this temporary leadership plan to the following key external library supporters. Additional supporters may be included depending on the administrative project schedule:

- Accounting firm
- Attorney
- Auditing firm
- Bank
- Cooperative Computer Services (CCS)
- Family Service of Glencoe
- Glencoe Park District
- Glencoe School District 35
- Insurance agency
- Reaching Across Illinois Library System (RAILS)
- Village of Glencoe
- Winnetka-Northfield-Glencoe Chamber of Commerce

Leave of Absence Completion

The decision about when the Executive Director returns to lead the Library should be determined by the Executive Director and the Board. They will decide upon a mutually agreed upon schedule and resumption date. The Board may authorize a reduced schedule for a set period of time prior to a full-time return to work.



II. Temporary Leave of Absence: Long-Term

A long-term temporary leave of absence is one that is expected to last longer than three months. In addition to the procedures and conditions established for a short-term temporary leave of absence, the Board will give immediate consideration to:

- a) Temporarily supporting the management position left vacant by the Acting Executive Director by hiring a temporary employee, or temporarily reassigning an existing employee, or
- b) Hiring an interim library director.

Consideration will be given to whether it is reasonable to expect the Acting Executive Director to carry the duties of both positions, or if it is necessary to have an experienced library director in the role.

The decision to temporarily hire new staff, or reassign existing staff may be made solely by the Acting Executive Director.

Interim Executive Director

The criteria that the Board and Acting Executive Director shall consider when determining if an Interim Executive Director is needed are as follows:

- Time of year/administrative project schedule (pending deadlines)
- Required fiscal responsibilities (levy, operating budget, or audit)
- In progress or upcoming special projects

Interim Executive Director qualifications include but are not limited to:

- Five years of progressively responsible public library administration experience
- Excellent communication skills, both written and verbal
- Comprehensive knowledge of public library philosophy, practices, services, and procedures
- Ability to effectively prepare and present information to the Board
- Comprehensive knowledge of public library budgeting and finance

Candidates for the Interim Executive Director should also be available to work onsite and to attend board meetings. Prior experience as a library director or interim director is preferred.

Leave of Absence Completion

The decision about when the Executive Director returns to lead the Library should be determined by the Executive Director and the Board. They will decide upon a mutually agreed upon schedule and resumption date. The Board may authorize a reduced schedule for a set period of time prior to a full-time return to work.

III. 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 the addition of planning and carrying out a transition to a new Executive Director. The Board shall consider hiring a consultant to plan and manage the director search, or establishing a search committee to determine a course of action.

IV. Acceptance of the Executive Director Succession Plan

The succession plan requires approval by the Board and subsequent signatures by the Board President and the Executive Director. The plan should be reviewed and revised as needed by the Board as part of the Board's policy review schedule in June, every three years.

A signed physical copy shall be kept in the Library's retention files, and the Board President may choose to keep a signed physical copy as well.

The Executive Director shall maintain an annual administrative project schedule to complement the plan.

Board President: _____

Date: _____

Executive Director: _____

Date: _____



Information and Contact Inventory

The following are key information and contacts to ensure that library operations continue efficiently and effectively:

Accounting firm

Mr. Paul Inserra (ATA Group)

Phone: (847) 870-0380

Email: pinserra@atagroupcpa.com

ATA Group completes the Library's monthly financial statements for the Board. The Administrative Associate, is the primary contact for ATA Group.

Attorney

Mr. Roger Ritzman (Peregrine, Stime, Newman, Ritzman & Bruckner, Ltd.)

Phone: (630) 665-1900

Email: rritzman@psnrb.com

In addition to Mr. Roger Ritzman, Mr. Mark Ritzman is also available for legal consult.

Auditing firm

Mr. Ronald Amen (Lauterbach & Amen)

Phone: (630) 393-1483

Email: ramen@lauterbachamen.com

Lauterbach & Amen is the auditing firm for the Village of Glencoe, and performs the Library's annual financial report. An audit lead, determined by the firm's managing partners, makes contact with the Executive Director, and delegates fieldwork to the firm's employees. The Administrative Associate assists in the process.

Bank

Ms. Nancy Krueger (North Shore Community Bank & Trust)

Phone: (847) 835-1700

Email: nkrueger@nscbank.com

The Library has four bank accounts with North Shore Community Bank & Trust:

- General accounts payable
- Fines
- Petty cash
- MaxSafe

The Library also has an outstanding promissory note that funded the 2018 HVAC Project.

Cooperative Computer Services (CCS)

Ms. Rebecca Malinowski, Director

Phone: (847) 483-8604

Email: rmalinkowski@ccslib.org

The Library is a charter member of the CCS consortium. The Executive Director is a member of the CCS Governing Board, and at times, sits on a board committee. Most members of the management team and some staff sit on staff committees, task forces, and advisory groups.

Family Service of Glencoe

Ms. Kristina Phillips, Director

Phone: (847) 835-5111

Email: kristina@familyserviceofglencoe.org

FEIN: 36-60005898

Fiscal Authority

The four Board Officers (President, Vice-President, Treasurer, and Secretary) are authorized to sign checks. Traditionally, invoices and checks are reviewed and signed by the Board President and Executive Director. The Administrative Associate manages daily bookkeeping.

Glencoe Park District

Ms. Lisa Sheppard, Director

Phone: (847) 835-3030

Email: lsheppard@glencoeoparkdistrict.com

Glencoe School District 35

Dr. Catherine Wang, Superintendent

Phone: (847) 835-7810

Email: wangc@glencoeschools.org

Human Resources

Employee records, personnel information, and related documents are maintained by the Administrative Associate, and are stored in the Director's Office.

The Library also subscribes to services provided by HR Source:

Phone: (800) 448-4584

Insurance Agency

Ms. Estelle Markham (Kamm Insurance Group)

Phone: (312) 425-2359

Email: emarkham@kammgroup.com

The Kamm Group provides insurance policies that include the following:



- Property
- General liability
- Cyber liability
- Umbrella liability
- Workers compensation
- Directors & Officers liability

Payroll Services

Paylocity

Phone: (888) 873-8205 for client support

Employee payroll is processed biweekly consisting of 26 pay periods per fiscal year. Each management team member is responsible for reviewing and approving their respective team members' time cards. A final review and approval is completed by the Executive Director. The Administrative Associate completes the payroll process and distributes paychecks.

The Executive Director also reviews paid time off requests made by management team members, the Facilities Supervisor, and Administrative Associate.

Passwords

All pertinent login and passwords are kept in LastPass, an online password keeper. The Director's LastPass login and password will be shared with the Administrative Associate.

Reaching Across Illinois Library System (RAILS)

Ms. Deirdre Brennan, Director

Phone: (630) 734-5146

Email: dee.brennan@railslibraries.info

Village of Glencoe

Mr. Phil Kiraly, Village Manager

Phone: (847) 835-4114

Email: pkiraly@villageofglencoe.org

Winnetka-Northfield-Glencoe Chamber of Commerce

Ms. Therese Weaver, Director of Membership

Phone: (847) 446-4451

Email: membership@wngchamber.com

Board Meetings

Generally, the Executive Director begins preparing board packets on the 1st of each month. The following are the basic steps:

- The Administrative Associate prepares a draft of board minutes prior to the 1st of each month.
- By the 1st of each month, the Executive Director prepares a draft meeting agenda, and emails it along with the draft board minutes to the Board President for review. Any revision made by the Board President should be sent to the Executive Director by no later than one week prior to the board meeting date.
- Policies scheduled for board review usually begin with the Executive Director and one or the entire management team's review at least two weeks prior to the 1st of the month. Any policy revision completed by the management team is then emailed directly to the Policy & Bylaws Committee for review. Any revision made by the Policy & Bylaws Committee should be sent to the Executive Director by no later than one week prior to the board meeting date.

The following board packet items are completed by the indicated staff member:

| Board Packet Item | Responsible Staff Member | Deadline |
|-------------------------------------|--|---|
| Communications | Children's Services & Public Operations Manager | 2 nd Wednesday of each month |
| Building & Grounds Committee Report | Executive Director | |
| Finance Committee Report | Monthly financial statements are completed by the accounting firm. A summary is prepared by the Executive Director, and submitted to the Finance Committee | Thursday before the board meeting |
| Marketing Committee Report | Executive Director | 2 nd Wednesday of each month |
| Plan Commission | The Executive Director sends an email to the Board's Plan Commission delegate requesting any pertinent information discussed at the previous meeting. | 1 st of each month |
| Planning Committee Report | Executive Director | 2 nd Wednesday of each month |

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| Policy & Bylaws Committee Report | See third bullet point above | |
| Glencoe Sustainability Task Force Report | The Executive Director sends an email to the Board's Sustainability Task Force delegate requesting any pertinent information discussed at the previous meeting. | 1 st of each month |
| Technology Committee Report | Technical Services & Automation Operations Manager, and Network & Digital Services Librarian | 2 nd Wednesday of each month |
| Director's Report | The Executive Director uses a report template, and shares all information relevant to the Board | 2 nd Wednesday of each month |
| Monthly statistics | Management team members and select staff are responsible for inputting data into the report template. The Children's Services & Public Operations Manager then completes and submits the report. | 2 nd Wednesday of each month |
| New Business | The Executive Director refers to the current fiscal year's board meeting business items schedule to establish what will be presented to the Board | 2 nd Wednesday of each month |
| Closed Session | The Board is required to hold two closed sessions each calendar year to review past closed session minutes and verbatim recordings. The Board | Review of closed session minutes and verbatim recordings: January and July To conduct the Executive Director's annual |

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| | also has a third scheduled closed session in November or December to discuss the Executive Director's annual performance review | performance review: November or December |
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