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## MEMORANDUM

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TO: Library Board of Trustees

FROM: Bruce Gay

DATE: February 7, 2026

SUBJECT: Succession Planning progress

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The Board requested I include succession planning as one of my 2026 SMART goals. After researching more about succession planning, I plan to work on the following areas for the rest of 2026.

There will be several plans in the overall succession plan for the library. They include:

1. Continuity of operations plan. This is a detailed plan to keep the library running during some level of emergency, such as a pandemic, fire, or something similarly destructive. This plan identifies core services from the library and includes practices to continue operations in an emergency. The library has a continuity of operations plan from 2011 which will be useful at this point, despite not having been updated since its inception. We plan to revise and update this continuity of operations plan to reflect the current situation and will include in the plan a procedure to keep it up to date moving forward.
2. Manager/key staff succession plan. This plan will identify duties and qualities needed for the most crucial staff members at the library. This will help when a manager or key staff member leaves and the duties need to be managed by others temporarily and for helping a new person in the role to learn the job more quickly. As a part of this plan I have been conducting “career interviews” with managers to better learn their own future goals at the library or elsewhere. (Career interviews will be offered to any staff interested moving forward).
3. Unexpected temporary director vacancy plan. This plan addresses steps the library would take if the director is out an extended period of time but plans to return. It would identify staff capable of filling the director’s roles and how the board would support that person (or persons).
4. Unexpected permanent director vacancy plan. This plan bridges the plan above and below—when the director is unexpectedly out of the position. The plan would start with plan #3, above, and suggest how to transition to a planned replacement process.

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5. Planned director replacement. This plan is meant to provide the Library Board with a roadmap for replacing a director, with a timeline of around 6 months before the replacement date. Ideally the plan would ask the board to think about the library's strengths and needs to seek a director who will serve not just as a replacement but who will meet future library needs.

Because there are many parts to this overall plan, I expect to work primarily on parts 2 and 5 in the next months and delegate revisions to the continuity of operations plan.