



# **BOARD & ADMIN MANUAL**

**Updated by NWSRA: May 24, 2019**  
**Reviewed by Attorney: April 30, 2021**  
**Reviewed by Executive Director: March 2, 2022**  
**Approved by Board Action: May 25, 2022**

# Table of Contents

Page

<b>I. Introduction</b>	<b>4</b>
<b>II. Board of Directors</b>	
Appointment of Directors	5
Powers and Duties of the Board	5
Officers	6
Committees	7
Attorney	11
Executive Director	11
Board Relationship to Executive Director	11
Communications between Board Members	12
Board Member Ethic and Conduct	12
Consultants	14
Employment of Relatives	14
Compensation and Expenses	14
<b>III. Board Meetings</b>	
Open Meetings Act	14
Meeting Agendas	15
Closed Meetings	15
Annual Meetings	15
Regular Meetings	15
Special Meetings	15
Electronic Meeting Attendance	16
Location of Meetings	16
Annual Statement of Meetings	16
Notice of Meetings	16
Quorum and Voting	17
Discussion	17
Minutes of Meetings	17
Rules of Order	18
<b>IV. NWSRA Board Guidelines</b>	
Executive Committee Members	18
Pre-Board Conference	18
Roll Call or Recorded Vote	18
Board Packet Materials	19
Consent Agenda	19
Board Meeting Agendas	19
Proclamations vs Ordinances, Resolution or Motions	19
Board Professional Development	19

<b>V. Administrative Policy</b>	<b>Page</b>
Purpose	20
Administrative Office	20
Official Records	20
Illinois Freedom of Information Act	20

<b>VI. Finance</b>	<b>Page</b>
Fiscal Year	20
Annual Audit	20
Bills - Payments	20
Purchasing Authority	21
Fund Balance Policy	21
Separation of Duties	22
Check Request	22
Purchasing Card Accounts (P-Cards)	22
Authorization to Accept Payments	22
Monthly List of Payments	23
Warrants	23
Outstanding Checks	23
Capital Improvement Plan	23
Land Acquisition	24
Compliance with GASB Standard	24
Investment Policy and Practices	25
Budget Development	27
Revenue	28
Foundation	28
Capital Plan	28
Capital Assets	29

<b>VII. Member District Levy &amp; Annual Assessment</b>	
Special Recreation Fund Use Policy	32
Section 5-8 of the Park District Code	32
Member District use of SRA Levy	33
ADA Compliance Process Guidelines	33
Committee Purpose	33
ADA Compliance Committee Members And Appointment	34
ADA Compliance Review Committee Members And Appointment	34
ADA Compliance Submissions Process	34
The Review Committee Process	35
NWSRA ADA Compliance Project Categories	36

<b>VIII. Chain of Authority</b>	<b>37</b>
---------------------------------	-----------

## I. INTRODUCTION

### FORWARD

The Northwest Special Recreation Agency (“NWSRA”, “Association”, or “Agency”) is a joint agreement program of seventeen northwest suburban park districts, established in 1973, governed by the Board of Directors, which is comprised of one representative from each Member District, who serve without pay. It is the purpose of NWSRA to provide recreational programs and services effectively and economically for the residents of the Member Districts. NWSRA’s programs and services aim to provide wholesome, constructive, and enjoyable leisure time experiences that benefit the individual, the family, and the community. The administration assists the Board in formulating policy and implementing approved policies through sound management and financial practices. Together, the Board and staff seek to foster a positive public image and ensure quality Therapeutic Recreation services are provided for its NWSRA’s constituents.

### PURPOSE

The purpose of this manual is to set forth the policies of the Board of Directors governing the operation of NWSRA, including Administrative and Personnel Policies that facilitate the Association on a day-to-day basis. All policies in the Board Manual are reviewed and approved by the Board of Directors and will be reviewed every five years or as deemed appropriate.

### DEFINITIONS

For the purpose of this Policy Manual, the following terms shall have the definitions given herein:

- A. **NWSRA** - The body corporate and politic of the Northwest Special Recreation Association, including the territory comprised of all NWSRA Member Districts.
- B. **Member District** - Any city, village or park district that is a member in good standing with NWSRA.
- C. **Board** - The Board of Directors of NWSRA.
- D. **Articles** - The Articles of Agreement executed by the councils and boards of the Member Districts.
- E. **Individuals with Disabilities** - Individuals who need special programming to accommodate mental or physical conditions that limit their ability to engage in one or more major life activities.
- F. **Manual** - This Board and Administrative Manual.

### AMENDMENT

This manual may be amended at any properly noticed meeting of the Board by a majority vote of its members, except that if the Articles or applicable law require a vote greater than a simple majority or require approval by a majority of the corporate authorities of the Member Districts (“Special Vote Provision”), such amendment shall be approved in compliance with said Special Vote Provision. A copy of this Manual shall be made available at the office of the Executive Director of NWSRA and on the NWSRA Directors’ website.

To the extent that any provision of this manual conflicts with state or federal law or a binding decision by a court with jurisdiction, such provision(s) or parts of them will be superseded by the relevant laws or court decisions.

## **II. BOARD OF DIRECTORS**

### APPOINTMENT OF DIRECTORS

Each Member District shall appoint one representative to the NWSRA Board of Directors who shall represent said Member District and cast all votes on behalf of said Member District on the Board of Directors (“Director” or “Board Member”). Following each Member District’s annual meeting and no later than the second quarter of the calendar year, each Member District shall provide the NWSRA Board Secretary the name of its representative in writing. In the event that the Member District appoints another individual to succeed the previous representative, it shall promptly notify the Board Secretary in writing. Each Member District may appoint an alternate Board Member to exercise the duties of the primary Board Representative in the absence or inability of the primary Board Representative’s ability to perform the Duties of a Board Representative.

### POWERS AND DUTIES OF THE BOARD

The NWSRA Board acts as the governing and policymaking body of the Agency. The Board’s functions include the following:

- A. Study, develop and adopt policies that will satisfy the needs of people with disabilities for recreation and other leisure time activities, and to see that such policies are effectively administered.
- B. Select an Executive Director for the Agency who shall serve as the Chief Administrative Officer and professional advisor.
- C. Delegate to the Executive Director sufficient authority and responsibility to administer and execute the Board's policies for the service and benefit of people with disabilities residing within NWSRA’s Member Districts. Adopt an annual budget that supports programs and services that may be provided and to establish controls over the expenditure of funds within the limitations of the budget.
- D. Establish an appropriate assessment rate based on the Member District Annual Assessment Formula which includes the equalized assessed valuation and gross population of each district to insure that the Agency's revenue needs are met, and present that assessment rate in accordance with the Articles of Agreement.
- E. Strategically plan for the recreational programs of the Agency, the accessibility of the buildings and grounds, the efficiency of the Executive Director, and approve goals and priorities for recreational programs and services, capital expenditures and operations.
- F. Assist the Executive Director in keeping the public informed of the activities of the Association.
- G. Discharge the duties and responsibilities of the Board by official action of the Board as a whole.
- H. Each Board Member shall observe the following operating rules:

1. All Board matters will be evaluated and decided based upon the needs and best interests of the Agency as a whole.
2. No individual Board Member is authorized to expend Agency funds or create Agency liability without the Board's prior consent. No individual Board Member is authorized to determine Agency policy, give direction to Agency personnel, or act or speak for the Board, without the Board's prior consent. .
3. No individual Board Member shall solicit any NWSRA employees without the prior written consent of the Executive Director of NWSRA.
4. Complaints received by individual Board Members shall be promptly communicated to the Executive Director for investigation and disposition, or recommendation to the Board as to disposition of the complaint.
5. All Board Members shall observe and respect the Agency's delegation of authority and responsibility to the Executive Director.

I. Specific NWSRA Board Governance responsibilities include the following:

1. Review, adopt, and amend Administrative Policies.
2. Review, adopt, and amend Personnel Policies.
3. Establish and adjust salary ranges.
4. Review, establish and amend employee benefits packages.
5. Review, adopt and amend Agency Budget.
6. Review, adopt and amend Capital Improvement Plan and priorities.
7. Review, approve and amend Strategic Plan (goals and objectives).
8. Select the Audit Firm.
9. Select Investment Firm.
10. Approve intergovernmental agreements.
11. Approve all purchases over \$25,000.00 except as otherwise provided by law or this Manual.
12. Approve Agreements.

## OFFICERS

The Board shall appoint a Chairman, Vice-Chairman, Treasurer, and Secretary on an annual basis. The Chairman and Vice-Chairman shall be members of the Board and shall hold office for one year or until their successors are elected. The Secretary and Treasurer shall be appointed by and serve in those capacities at the pleasure of the Board.

### A. Chairman

The Chairman shall be the Chief Executive Officer of the Board and shall preside at all meetings of the Board, call special Board meetings of the Board on his/her motion, sign all contracts, relevant financing documents, and other documents when authorized and approved by the Board, appoint all committees with the advice and consent of the Board. The Chairman shall have the right to vote on all matters coming before the Board.

## B. Vice-Chairman

The Vice-Chairman shall, in the absence of the Chairman, preside at the meetings of the Board and perform the Chairman's duties when the Chairman is unable or unwilling to perform said duties. The Vice-Chairman shall have the right to vote on all questions coming before the Board. The Vice-Chairman shall also serve as the Finance Committee Chairman.

## C. Secretary

The Executive Director of NWSRA shall hold the office of Board Secretary. . The Secretary shall be present at all meetings of the Board, keep accurate records of all official proceedings of the Board, maintain an up-to-date copy of this Manual in loose leaf form, maintain signed copies of all minutes of Board meetings, and give public notice of the Board meetings as required by the Open Meetings Act.

## D. Treasurer

The Treasurer shall be the Chief Financial Officer and financial advisor to the Board. It shall be the duty of the Treasurer to act as custodian of all monies and securities owned and received by the Agency, to cause such monies to be deposited in such bank or banks as may be from time to time approved and designated by the Board, hold such securities in a place of safekeeping and invested in accordance with this Manual and applicable law, review and approve financial reports prepared by the Executive Director, audit all disbursements of NWSRA funds on a monthly basis to ensure compliance with disbursement procedures, present the monthly warrant to the Board of Directors for approval, and confirm to the Board of Directors each month that vouchers and expenditures comply with applicable law and this Manual.

## COMMITTEES

The Board of Directors has established the Executive Committee, Finance Committee, Personnel Committee and ADA Compliance Committee. The Board may create new committees and task forces and may abolish existing committees and task forces when and as it deems necessary and appropriate.

### Executive Committee

#### Purpose of Committee

The Executive Committee is a standing committee of the NWSRA Board of Directors. The Executive Committee is comprised of the Chair, the Vice Chair/Finance Committee Chair, the Personnel Committee Chair, the Organizational Treasurer and the Past Chair. The Executive Committee has special responsibilities and authorities above all committees and has the authority to act on behalf of the full board. Its main purpose is to facilitate decision making between board meetings or in urgent and crisis circumstances with the Executive Director. This committee provides guidance, oversight and support to the Executive Director and is tasked with acting as a collaboration center for the Executive Director, a forum for conversation, a panel for vetting strategic plans, and a critical decision-making entity.

Often the role of an executive committee is defined by what it cannot do. To avoid delegating essential powers away from the full board, it should not:

- amend bylaws
- remove board members
- hire or fire the Executive Director
- change the budget once approved by the NWSRA Board of Directors
- make major structural decisions (add or eliminate programs, approve mergers or dissolve the Association)

### Responsibilities

1. This committee shall meet six times a year for approximately one hour before every Board meeting.
2. Serves in an advisory capacity to the Board and the Executive Director. The Executive Committee works closely with the Executive Director and advises on important matters.
3. Serves as a liaison between the Executive Director and the rest of the board, as needed.
4. Acts as a steering committee to the Board, guiding them toward the most important issues, and helping to focus on board meeting agenda topics.
5. Executive Committee is responsible for overseeing board policies and ensuring good governance practices.
6. Executive Committee shall assist the Executive Director in taking the responsibility for ensuring that all Board Members serve on at least one committee.
7. Addressing high-level workplace issues that are serious in nature. If serious issues escalate beyond the normal chain of command, the executive committee hears the matter first and makes the decision about the next best steps.
8. Ensures effective leadership in governance practices, by taking the lead and ensuring that board members learn about their responsibilities.
9. When necessary, the committee shall take responsibility for conducting Board self-evaluations.

### Committee Meetings

NWSRA Board of Directors consists of 17 Board Members. Due to the large number of Board Members, the Executive Committee is made up of a smaller group that can meet more frequently than the full board and other standing committees.



## Finance Committee

### Purpose of Committee

The Finance Committee is a standing committee of the Board of Directors and chaired by the Vice Chairman of the NWSRA Board. The committee is responsible for reviewing and providing guidance on the organization's financial matters including but not limited to guidance, oversight, investments/portfolio and to support the Executive Director of NWSRA on all matters of financial management as it reviews the financial status of the agency.

### Responsibilities

This committee shall review the following, but is not limited to the following:

- a. Provide direction for fiscal responsibility
- b. Budget
- c. Capital Improvement Plan
- d. Annual Capital Plan
- e. Quarterly reports
- f. Fund Balance/Reserve Policy
- g. Capital Policy
- h. Financial Reports
- i. Recommend reports for review to the full Board of NWSRA regarding financials
- j. Accept audit documents
- k. Investment portfolio
- l. Tri-annually, when requested by a Board Member or staff, review of the Member District Annual Assessment formula

The Finance Committee shall have no power to act on behalf of the Board, but shall present its recommendations to the Board for action.

### Committee Meetings

The committee will meet no less than two times annually (more often if desired), to review the financial status of the agency, review and accept the annual audit, review the proposed budget, review investment portfolio, Fund Balance/Reserve Policy and Capital Policy.

## Personnel Committee

### Purpose of Committee

The Personnel Committee is a standing committee of the NWSRA Board of Directors and is chaired by a member of the NWSRA Board of Directors. This committee provides guidance, oversight and support to the Executive Director of NWSRA on all matters of personnel management as it develops and implements employee staffing, performance, management and compensation systems.

## Responsibilities

This committee shall annually and/or as needed meet to review following, but is not limited to the following:

- a. personnel policy
- b. job descriptions
- c. organizational chart
- d. salary ranges
- e. benefits packages

The committee will review/address any personnel items related to Illinois General Assembly, Personnel - 5 ilcs 120/2(c)(1) of the Open Meetings Act.

The Personnel Committee shall meet annually, but more often if desired or necessary, in order to discharge its responsibilities.

Personnel Committee shall have no power to act on behalf of the Board, but shall present its recommendations to the Board for action.

The Personnel Committee Chair is responsible for implementing the annual review of the Executive Director.

## Committee Meetings

The Committee Members and Chair are approved at a NWSRA Board meeting in the fourth quarter. The Committee will meet no less than annually but more often, if desired or as needs arise.

## ADA Compliance Committee

### Purpose of Committee

The ADA Compliance Committee is a standing committee of the NWSRA Board of Directors. The ADA Compliance is comprised of the Executive Director, The Superintendent of Recreation I, two NWSRA Board of Directors, and two appointed Superintendent of Parks from the Member Districts. The ADA Compliance Committee oversees the ADA Compliance process for the NWSRA Board of Directors. This committee provides guidance, oversight and support to the ADA Compliance Review Committee comprised of the Executive Director, The Superintendent of Recreation I, and two Superintendents of Parks from the Member Districts.

### Responsibilities

This committee shall meet annually and/or as needed to review the following but not limited to the following:

- a. Submission process
- b. Submission website
- c. ADA Laws and updates
- d. Unique projects that can set precedent for future submissions
- e. Approve the appointment of the two Superintendents from the Member Districts
- f. Serves in an advisory capacity to the Compliance Review Committee.

- g. Oversees the ADA Compliance Review Committee that reviews and approves the Member District ADA Compliance project submissions.

#### Committee Meetings

NWSRA ADA Compliance Committee will meet at least annually or as needed to address ADA.

#### ATTORNEY

The Board shall appoint an attorney to represent the Board and the Agency for such term as it shall determine. The attorney shall be the chief legal advisor to the Board and the Agency in all legal matters as determined by the Board and the Executive Director.

The attorney shall draft all agreements and other instruments as required by the Board, any authorized committee, or officer thereof and the Executive Director, and shall provide opinions on all questions referred to him/her by the Board or committee or relevant officer. The attorney shall perform such other legal duties as directed by the Board or the Executive Director. Except as otherwise provided by the Board the attorney shall be appointed and approved at the Annual meeting.

#### EXECUTIVE DIRECTOR

The Board of Directors shall appoint an Executive Director to serve as chief operating officer of NWSRA. The Executive Director shall be the professional advisor to the Agency. The Board shall establish a job description for this position and shall delegate to the Executive Director sufficient authority and responsibility to execute the Board's policies and establish standard operating procedures based on those policies, enforce established rules and regulations, and administer the daily operations of the recreation program and services of NWSRA for the benefit of the public. The Executive Director may delegate his or her authority but shall remain responsible to the Board. The Board shall perform a written evaluation of the Executive Director annually or more often as it deems necessary.

#### BOARD RELATIONSHIP TO EXECUTIVE DIRECTOR

Board Members shall honor and respect the delegation of authority and responsibility to the Executive Director. Board Members shall work directly with the Executive Director rather than with other employees, and Board Members shall not involve themselves into the day-to-day operations of the Agency. Board Member requests for information concerning NWSRA operations and programs shall be referred to the Executive Director. Suggestions for new policies shall be referred to the Executive Director for study, appraisal and final recommendation. Complaints shall be turned over to the Executive Director for investigation and disposition or for the Executive Director's recommendation to the Board for disposition. Board Members shall support approved actions of the Administration.

## COMMUNICATIONS BETWEEN BOARD MEMBERS

- A. A majority of a quorum of the Board may discuss public business only at a public meeting held after giving public notice as provided under the Open Meetings Act.
- B. The requirements of the Open Meetings Act apply not only to in-person discussions, but to “other means of contemporaneous interactive communications,” including telephone calls, video or audio conferences, electronic mail, electronic chat and instant messaging. The Board wishes to comply with both the letter and the spirit of the Open Meetings Act, and therefore adopts the following policy.

## POLICY

Five (5) or more members of the Board shall not discuss the business of the District, and a majority of a quorum of any Board committee shall not discuss the business of the committee, in any of the following ways, except after full compliance with the requirements of the Open Meetings Act:

- A. in person;
- B. by conference telephone call or other video or audio conference;
- C. by person-to-person telephone conversations in which the views, opinions or ideas of one or more Board Members are communicated to other Board Members for comment, discussion or other similar response;
- D. by participation in an internet “chat room,” blog, social media, or the use of instant messages;
- E. by direct or forwarded e-mail messages in which the views, opinions or ideas of one or more Board Members are communicated to other Board Members for comment, discussion or other similar response;
- F. by letters, notes or any other writings that are circulated or forwarded by mail or by personal or messenger delivery by one or more Board Members to other Board Members for comment, discussion or other similar response.

Nothing contained in this policy shall be construed as prohibiting a Board Member from disseminating information or messages about Agency business to any five (5) or more Board Members either in person, by telephone, by e-mail or in writing, provided that no comment, discussion or other similar response is requested or received from more than four (4) Board Members. Board Members should retain hard copies of any such transmittals for a period of at least two years.

## BOARD MEMBER ETHICS AND CONDUCT

- A. **Ethical Conduct:** Board Members are expected to be of high moral and ethical character and work together as a team to serve the community by delivering top quality special recreation opportunities. Each Board Member is expected to act in the best interests of the Agency and be free of outside influence and self-interests. In accordance with this policy, Board Members will educate themselves about and comply with this policy and all other federal, state and local laws, regulations, and ordinances applicable to the conduct of the Agency’s officials. These include but are not limited to, the Open Meetings Act, the Public Officer Prohibited Activities

Act, the Government Ethics Act, the official misconduct and public contracts provisions of the Illinois Criminal Code, the Illinois Human Rights Act, and the Agency's Ethics Ordinance.

- B. **Legal Authority:** The Board, as a whole, is the legal corporate authority of the Agency. As an individual, a Board Member has no legal authority to determine policy, give directions to Agency personnel, to act or speak for the Board unless specifically authorized to do so by official Board action, or to expend funds or incur liability of the Agency.
- C. **Representation:** Board Members must always keep the best interest of the Agency in mind and conduct themselves accordingly. Board Members should avoid representing special interest groups. Board Members should also avoid making public promises or statements regarding their votes or position on an issue prior to an official meeting.
- D. **Board Decisions:** Board Members should make non-partisan decisions regarding Agency policies and operations based upon reports, facts, and study and not upon personal interest or prejudice.
- E. **Board Unity:** Board Members should accept and endorse majority decisions of the Board and align themselves with Board policies, goals, and objectives.
- F. **Relationship to the Executive Director:** Board Members shall honor and respect the delegation of authority and responsibility to the Executive Director. Board Members shall work directly with the Executive Director rather than staff and shall not meddle in the day-to-day operations of the Agency. Requests for information concerning District operations and programs shall be directed to the Executive Director. Suggestions for new policies shall be referred to the Executive Director for study, appraisal and final recommendation. Complaints shall be turned over to the Executive Director for investigation and disposition or his recommendation as to disposition by the Board.
- G. **Compliance with Open Meetings Act and Freedom of Information Act:** Board Members shall review, understand and follow all provisions of the Illinois Open Meetings Act and the Illinois Freedom of Information Act and educational materials, memoranda and opinions provided by the District's legal counsel.
- H. **Communications and Preparation:** Board Members shall communicate with fellow Board Members and the Executive Director prior to meetings and shall be prepared for Board deliberation at meetings.
- I. **Confidentiality:** Board Members shall respect the confidentiality appropriate to issues of a sensitive nature and maintain the confidentiality of matters discussed in closed session.

- J. **Conflict of Interest:** When the Board must decide upon an issue about which a Board Member may have an unavoidable conflict of interest, that Board Member must disclose the interest, and recuse him/herself from all discussion, deliberation and vote taking about the issue as required by applicable state and federal law. In some cases, it may be necessary for the Board to refrain from action that would disqualify a Board Member from further service on the Board or, alternatively, the Board Member may be legally obligated to resign.
- K. **Development:** Board Members shall endeavor to develop productive relationships with other elected officials at the federal, state and local level and shall participate in Board development opportunities.

### CONSULTANTS

The Board will seek, whenever appropriate, the advice and consultation of experts and will consider their recommendation as an aid in decision making.

### EMPLOYMENT OF RELATIVES; EMPLOYMENT OF BOARD MEMBERS

The employment of a relative of a Board Member for any position within the Agency is prohibited. For this purpose, a relative is defined as: husband, wife, sister, sister-in-law, daughter, daughter-in-law, brother, brother-in-law, son, son-in-law, grandson, granddaughter, mother, mother-in-law, father or father-in-law or any other reasonable definition as may be provided by law. The enforcement of this policy takes precedence over merit employment.

Additionally, an Agency employee shall not be qualified to serve as a Board Member during his or her time of employment with the Agency.

### COMPENSATION AND EXPENSES

No Board Member shall receive compensation for his service on the Board or for or on behalf of the Agency. No Board Member shall have any personal financial or other direct or indirect pecuniary interest in any contract or business of the Agency. Board Members shall comply with all applicable ethical laws including but not by limitation, the Public Officer Prohibited Activities Act, 50 ILCS 105/0.01 et seq. Board Members may be reimbursed for out-of-pocket expenses incurred in performance of Board functions.

## **III. BOARD MEETINGS**

### OPEN MEETINGS ACT

Applicability: All meetings of the Board and its committees are subject to the Open Meetings Act (5 ILCS 120/1 et seq.) and shall be conducted in accordance with the requirements of the Act. The Board designates the Executive Director and an appointee of the Executive Director to successfully complete the Open Meetings Act electronic training curriculum, developed and administered by the Illinois Attorney General's Public Access Counselor.

## MEETING AGENDAS

- A. The agenda for each meeting of the Board shall be determined and prepared by the Executive Director and the Secretary, subject to the approval of the Board. The agenda for NWSRA Board meetings ordinarily shall include the following: call to order, introduction of guests, approval of agenda, approval of previous meeting minutes, correspondence, program updates, financial reports, new business, old business, information and action items, public comment, closed session when needed, and adjournment.
  
- B. The agenda for each meeting shall be posted at least 48 hours in advance of the meeting as required by the Open Meetings Act. The agenda shall identify matters anticipated to be the subject of Board discussion and action in the open session at each meeting. Matters not included on the agenda of a regular meeting may be discussed but shall not be voted on at the meeting.

## CLOSED MEETINGS

The Board may hold a meeting closed to the public or close a portion of a meeting to the public for reasons permitted under the Act. Each motion to hold a closed session shall be seconded and put to a roll call vote and shall specify the statutory basis for convening in closed session. A verbatim recording shall be made of each closed meeting. No final action on any matter may be taken at a closed meeting.

## ANNUAL MEETINGS

The Board of Directors' Annual Meeting shall be held on the third Wednesday in January. Written notice of the Annual Meeting stating the date, location and hour of the meeting shall be given to each member entitled to vote at such meeting not less than seven nor more than fifteen days before the meeting. Notice of the Annual Meeting shall also comply with the Open Meetings Act.

## REGULAR MEETINGS

A regular meeting of the Board of Directors shall be held on the third Wednesday of January, March, May, July, September, November and December, upon proper notice as required by the Open Meetings Act and shall be accompanied by an agenda. A schedule of regular meetings is distributed at the November meeting each year.

## SPECIAL MEETINGS

Special meetings of the Board of Directors may be called by the Chairman upon forty-eight (48) hours advance written notice to each Director and to the public as required by the Open Meetings Act. All notices of special meetings shall include an agenda. In addition, a special meeting shall be

called upon the Secretary's receipt of written notices requesting same from two (2) or more Board Members. Matters not included on the agenda of a special meeting may not be discussed or voted on at the meeting.

### ELECTRONIC ATTENDANCE OF MEETINGS

NWSRA Board Members may participate in Board or committee Meetings by electronic means pursuant to Section 7 of the Open Meetings Act. To attend a meeting by electronic means, the Board Members' physical absence from the meeting must be due to one of the following:

- Personal illness or disability;
- Employment purposes or the business of the NWSRA Board;
- A family or other emergency.

To attend by electronic means, the Board Member must notify the Board Secretary not less than 24 hours before commencement of the meeting. Prior to joining the meeting electronically, those Board Members who are physically present must vote to allow the remote participant to join the meeting. A quorum of Directors must be physically present. The meeting minutes shall identify the Board Members that attended in person and those who attended by electronic means. The Board may conduct virtual meetings in accordance with Section 7(e) of the Open Meetings Act, 5 ILCS 120/7(e) when a qualifying disaster as defined in Section 4 of the Illinois Emergency Management Agency Act has been declared; in such event, the Agency shall comply with all applicable requirements of Section 7(e).

### LOCATION OF MEETINGS

Meetings of the Board of Directors, both regular and special, will be held at the Administrative Offices, 3000 W. Central, Rolling Meadows, IL 60008 unless another location has been designated by the NWSRA Board of Directors.

### ANNUAL STATEMENT OF MEETINGS

On or before January 15 of each calendar year, the Secretary shall prepare and give public notice of the annual schedule of the Board's regular meetings, setting forth the dates, times and locations of such meetings. The schedule shall be available in the Administrative Office, posted on the NWSRA website, and made available to the public and the news media upon request.

### NOTICE OF MEETINGS

The Secretary shall give notice of all Board and committee regular, special, rescheduled or reconvened meetings and changes thereto in accordance with Open Meetings Act. Board packets shall be delivered or transmitted electronically to each NWSRA Board Member not less than one week prior to the Board Meeting or as otherwise determined by the Board President and the Executive Director.



## QUORUM AND VOTING

At all meetings of the Board of Directors a majority of the Directors shall constitute a quorum for the transaction of business. The lawfully conducted act of a majority of Directors present at any meeting, at which there is a quorum, shall be the act of the Directors, except as may be otherwise specifically provided by applicable law, NWSRA Articles of Agreement or By-Laws. If a quorum is not physically present at any meeting of the Board of Directors, the Directors present may adjourn the meeting to be reconvened at a later date. In accordance with the Open Meetings Act, public notice of a reconvened meeting shall be given at least 48 hours before such meeting, except in the case where the original meeting was open to the public and (1) is reconvened within 24 hours, or (2) an announcement of the time and place of the reconvened meeting was made at the original meeting and there is no change in the agenda. At specific meetings related to the Member District Annual Assessment and the Annual Budget attendance by all Board Members is preferred.

## DISCUSSION

The Chairman may limit the discussion to matters pending before the Board and may suggest time limitations on discussion.

## MINUTES OF MEETINGS

- A. The Secretary shall prepare written minutes of all Board meetings as specified by the Open Meetings Act (5 ILCS 120/1 et seq.) and shall cause a verbatim recording to be made of each closed meeting of the Board or a Board Committee.
- B. Unofficial minutes of each Board meeting shall be delivered to the Board Members, Treasurer, and Attorney at least 48 hours before the next meeting of the Board. The unofficial minutes shall be reviewed and approved by the Board at the next meeting after any board-authorized modifications are made and shall be signed by the Secretary of the Board after Board approval. Approved minutes of all Board meetings shall be made available to the public as specified by the Open Meetings Act and the Freedom of Information Act (5 ILCS 140/1 et seq.).
- C. The Board shall periodically, but no less than semi-annually, meet to review minutes of all closed meetings. At such meetings, a determination shall be made and reported in an open session that (1) the need for confidentiality still exists as to all or part of those minutes or (2) specified minutes or portions thereof no longer require confidential treatment and will be made available for public inspection.
- D. Verbatim recordings of any meeting closed to the public shall not be open for public inspection unless the Board determines by majority vote of its Directors then holding office that the verbatim recording no longer requires confidential treatment. Nor shall any unreleased verbatim recording be subject to discovery in any administrative or judicial proceeding except as provided in the Open Meetings Act. The verbatim record of a closed

meeting may be destroyed (without notice to or approval of a records commission officer under the Local Records Act) not less than eighteen (18) months after the completion of said closed meeting, provided that the Board approves destruction of the particular recording and has approved minutes of the closed meeting.

## RULES OF ORDER

Roberts Rules of Order shall govern all questions of procedure not herein otherwise provided. In the event of a conflict between Roberts Rules of Order and this Board Manual, the terms contained in this Board Manual shall control.

## **V. NWSRA BOARD PROCEDURES**

The NWSRA Executive Committee has prepared the following guidelines to assist the NWSRA Chairman, Vice Chairman, Past Chairman, Personnel Committee Chairman, and employees in the conduct of business for NWSRA.

### EXECUTIVE COMMITTEE

The Executive Committee is established, consisting of the following Board Members:

- Chairman
- Vice Chairman, who also serves as the Finance Committee Chair
- Personnel Committee Chair
- Past Chairman
- Treasurer

### PRE-BOARD MEETING CONFERENCE

A meeting of the NWSRA Board Executive Committee is held one hour before regularly scheduled Board Meetings. The meeting is held in the Executive Director's office and includes the Executive Committee Chairman, the Executive Director and when reviewing the financials, the Finance Manager. The purpose of the meeting is to review the Board packet and address any questions that the Executive Committee may have. Electronic attendance as authorized by the Open Meetings Act is permitted at the Executive Committee, provided that 24 hours' advance notice has been given to the Secretary of the Board. At no time shall a majority of a quorum of the Board be present at the pre-board meeting conference.

### ROLL CALL OR RECORDED VOTE AT BOARD MEETINGS

A roll call vote or a recorded vote is a vote in which the names of those voting for and against a motion are recorded in the meeting minutes. The NWSRA Board Secretary shall conduct a roll call vote for:

- Any matter pertaining to the Agency's finances.
- Approval of the Consent Agenda.

- Amendments to the NWSRA Articles of Agreement, By-laws or Board policy that may be enacted by the Board as opposed to the corporate authorities of the Member Districts.
- Approval of contracts and agreements.
- Any matter upon motion, second, and the affirmative vote of a majority of Directors present.
- All matters requiring a roll call vote by law

### BOARD PACKET MATERIALS

Reports and information provided in the NWSRA Board packets shall be:

- Numbered for sorting and referencing ease.
- Provided in a portrait format for reading on a variety of electronic devices.
- Provided electronically approximately one week prior to the board meeting.
- Posted on the NWSRA Director's website.
- Accompanied by separate memos of explanation for each motion.

### CONSENT AGENDA

The consent agenda includes:

- Approval of Minutes Approval of Financial Reports
- Approval of warrants
- Approval of semi-monthly Payroll Warrants
- Approval of ADA Compliance Projects
- Other matters as deemed appropriate by the Board.

### BOARD MEETING AGENDAS

There will be a NWSRA Board meeting agenda and a Director's agenda created for each Board meeting. The Director's agenda shall be created and transmitted to all Board Members and employees presenting on an agenda item at the Board meeting. The Director's agenda will be electronically emailed prior to the Board meeting date.

### PROCLAMATIONS VS. ORDINANCES, RESOLUTIONS OR MOTIONS

The NWSRA Board of Directors will officially take action in the form of an ordinance, resolution or motion. The Board may make an affirmative public statement in the form of a proclamation. The following are examples of when each is used:

- An ordinance, resolution or motion may be adopted to take formal action or final action, approve policies or contracts, express policy positions, or take substantive action, direct administrative or legal action, or make a public statement.
- A proclamation may be used for the recognition of employees, Board Members, and events.

### BOARD PROFESSIONAL DEVELOPMENT

Board Members represent their respective Member District Communities. Primary responsibility for ongoing professional development rests with the Member District they represent. Conferences and workshops that may benefit a Board Member and that would not be paid for by his or her Member District, may be paid by the Agency subject to Board approval, and subject to budgetary limitations and the Agency's Illinois Travel Reimbursements Act Ordinance.

## **V. ADMINISTRATIVE POLICY**

### PURPOSE

This Administrative Policy Manual is intended to describe the policies of NWSRA as they apply to the administrative management of the Agency.

### ADMINISTRATIVE OFFICE

The administrative and principal business office of NWSRA is located at Park Central, 3000 W. Central Rd., Suite 205, Rolling Meadows, IL 60008.

### OFFICIAL RECORDS

NWSRA's public records are defined by the Park District Code, the Local Records Act, the Freedom of Information Act, and the Open Meetings Act. All official records not exempt from disclosure under the Freedom of Information Act or other applicable law, shall be made available for inspection and copying in accordance with applicable law.

NWSRA maintains a records retention schedule with the Illinois Secretary of State. The Superintendent of Administrative Services will submit a Record Disposal Certificate every three years.

### FREEDOM OF INFORMATION ACT

The Board of Directors of NWSRA recognizes the right of members of the public to have access to public records in accordance with the provisions of the Illinois Freedom of Information Act ("FOIA" or the "Act"), and affirms it is the policy of NWSRA to comply with the Act. The Board designates the Executive Director and the Superintendent of Administrative Services as Freedom of Information Officer(s). The FOIA Officers must successfully complete the required electronic training curriculum administered by the Illinois Attorney General's Public Access Counselor and implement local administrative procedures to remain compliant with the Act.

## **VI. FINANCE**

### FISCAL YEAR

The fiscal year shall be January 1 to December 31.

### ANNUAL AUDIT

An annual audit will be completed each fiscal year by the Board approved accounting firm. A copy of the audit will be kept on file at the Administrative Office for public inspection.

### BILLS – PAYMENTS

Except as otherwise provided by law or agreement, all invoices, purchase orders, and bills received by NWSRA will be paid in accordance with the Illinois Local Government Prompt Payment Act, 50 ILCS 505/1 et seq. All taxes from which NWSRA is exempt, shall be excluded from any invoice before submission and will not be paid by NWSRA. Each invoice, purchase order, and bill shall be authorized by a manager and/or superintendent to be processed.

Every reasonable attempt shall be made to provide vendors with payment promptly after the receipt, inspection and acceptance of work, goods and services. Invoices are reviewed for acceptability, and payment is normally within 30 days after approval. Payment terms are typically contained in contracts and purchase orders on forms acceptable to the Agency.

### PURCHASING AUTHORITY

Purchasing is regulated by the Board of Directors and the Executive Director. Authority to purchase is granted to employees only upon approval of the Manager and Superintendents pursuant to established standard operating procedures. Purchasing limits must be appropriated by and compliant with the annual budget and must follow NWSRA operating procedures.

All invoices under \$5,000.00 shall be authorized and signed by the Superintendent of Administrative Services, a Superintendent of Recreation, the Superintendent of Marketing and Communications as the case may be, and, in all cases, by the NWSRA Executive Director. In the absence of the Executive Director, Director's approval and signature must be obtained from one or more of the following as designated in writing by the Executive Director: The Superintendent of Administrative Services, a Superintendent of Recreation, or the Superintendent of Communications and IT.

All invoices of \$5,000.00 or greater shall be approved and signed by the NWSRA Treasurer, and by NWSRA's Executive Director.

The Executive Director is authorized to issue checks up to \$25,000.00 with proper second signature from the NWSRA Treasurer without advance Board approval. All such payments shall be included on the monthly expenditure list and warrant.

### FUND BALANCE POLICY

NWSRA believes that strong financial management principles require that sufficient funds be retained to provide a stable financial base at all times. To retain a stable financial base, NWSRA needs to maintain a Fund Balance Policy sufficient to fund all cash flows for its daily operations, Annual Capital Expenditures, General Reserves and Capital Reserves to sustain the Association's fiscal resilience.

NWSRA has one operating fund used to account for the transactions of the Association, which are reported in a single fund on the financial statements. NWSRA must provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature, long range strategic planning, planned capital improvement projects, such as vehicle replacements essential to the services provided by the agency and additional Capital Tier recognized legal obligations. (See Capital Policy).

NWSRA Fund Balance Requirements:

**General Reserves** – The General Reserve will hold all unrestricted funds from the operating accounts and the investment holding account. The General Reserve should not exceed 40% of the operating budgeted expenditures less the Capital Improvement Plan (CIP) expenditures.

**Capital Reserves** – The Capital Reserve shall represent the amount needed to fund the approved Capital Improvement Plan (CIP) as well as, any approved transfers by the Board of Directors for future capital beyond the current CIP plan.

**Unassigned Balance** – These are the dollars that remain after the above requirements have been met and upon completion of the annual audit. Any excess funds, following the presentation and acceptance of the annual audit, may result in any of the following or a combination thereof, if approved by the Board of Directors:

Reduce the final installment of the Member District Annual Assessment (MDAA) payment for each Member District. Any reduction will be calculated based on the MDAA percentage calculator.

Transfer to Capital Reserve for future capital beyond the current CIP or any other purposes as approved by the Board of Directors

### SEPARATION OF DUTIES

NWSRA shall regulate its financial authority by instituting a separation of financial responsibilities amongst the following positions:

1. Executive Director
2. Superintendent of Administrative Services
3. Finance Manager
4. Administrative Manager
5. Registration Office Coordinator
6. Registrar
7. Receptionist

### CHECK REQUEST

All check requests shall require the signatures of a Manager or Superintendent and the Executive Director in order to be processed.

### PURCHASING CARD ACCOUNTS (P-Cards)

The Agency maintains a purchasing card account available for use by full-time employees and designated part-time employees through individual purchasing cards with limits approved by NWSRA's Executive Director.

### AUTHORIZATION TO ACCEPT PAYMENTS

Payments for programs or services must be processed at the NWSRA Administrative Office. Employees are not permitted to accept any payment for programs or services outside of NWSRA's Administrative Office, with the exception of NWSRA's Leisure Education Program and certain NWSRA special events or trips. An employee may receive specific authorization from a parent or guardian to manage a participant's personal or individual spending money during a special event or trip if the participant is unable to monitor their cash/spending.

## MONTHLY LIST OF PAYMENTS

The Executive Director or Finance Manager shall submit a monthly written list of NWSRA expenditures with the Board Packet in advance of each Board Meeting, for Board review and approval. The list shall set forth the name of the payee, the amount of the expenditure and the budget account number to which said expenditure has been charged.

## WARRANTS

All invoices shall be included on a monthly warrant and paid after approval. All warrants for the payment of money shall be signed by the Treasurer of the Board of Directors at the conclusion of every month. Warrants signed by the Treasurer will be placed on the consent portion of the NWSRA Board Agenda for final approval by the NWSRA Board of Directors.

## OUTSTANDING CHECKS

The purpose of NWSRA's Outstanding Check Policy is to ensure accurate cash reporting and management. The Finance Manager will review outstanding checks on at least a quarterly basis to establish justification for uncashed checks. All uncashed checks will be processed in accordance with the Operational Procedures. Any check issued by NWSRA that remains uncashed after seven years from the date of issue will be sent to the Illinois State Treasurer's Office.

## CAPITAL IMPROVEMENT PLAN

### DEFINITIONS FOR CAPITAL PLANS

NWSRA defines capital as the Association's expenditures towards property, building improvements (including special projects/ADA Transition plan items), plants, machinery, technology/hardware, equipment, furniture, fixtures, and vehicles.

#### **A. Capital Improvement Plan (CIP)**

The Capital Improvement Plan (CIP) is a document that outlines the capital expenditures for NWSRA, for a period of time, not to exceed five years and approved by the NWSRA Board of Directors.

#### **B. Annual Capital Plan (ACP)**

The Annual Capital Plan (ACP) are the expenditures assigned to a specific fiscal year from the CIP. These expenditures are within the annual budget and reviewed by the Finance Committee during the annual budget proposal process to be presented to the NWSRA.

#### **C. Tier System**

The Tier System was developed by NWSRA to prioritize capital expenditures in the event that the ACP is not fully funded. There are four tier systems; however, these tiers are interchangeable depending on priority. The capital items are ranked in tier one through tier four. Tier one capital expenditures have the highest priority, while tier four expenditures rank as the lowest in priority.

1. Tier I – for those items outlined in the ACP with legal obligations. This includes but is not limited to items for which there is an intergovernmental agreement, Memorandums of Understanding (MOU), leases/contracts and could be relative to complying with laws such as the Americans with Disability Act (ADA) and other mandates whether anticipated or not.
2. Tier II – the loss of the items outlined in the ACP that could disrupt the continuity of programs and services if not replaced in a timely manner. These items include but are not limited to vehicles, printers, technology and infrastructure updates.
3. Tier III – for those items that appear on the ACP plan as repair, replacement or maintenance of. These items include but are not limited to Snoezelen Rooms, Dream Lab, Community Sensory Garden and some software and hardware items.
4. Tier IV – for those new and future projects and capital ideas.

### LAND ACQUISITION

Pursuant to Article 12 of the Amended Articles of Agreement, NWSRA may acquire or sell real estate for any and all lawful special recreation purposes. The Board may consider the following matters when determining whether to acquire real estate:

- A. The acquisition and proposed use of the land will enhance the recreation and leisure activities and opportunities that NWSRA can provide to its residents.
- B. Acquisition, development, and maintenance of the land is consistent with the Board's master plan, in compliance with applicable law, the Articles and this Manual.
- C. Disposition of real estate will not have a long-term materially negative impact on the Agency's delivery of special recreation programming and opportunities.
- D. Disposition of real estate is consistent with the Board's short- or long-range plans for maintaining the Agency's financial stability.
- E. The availability of alternatives to land acquisition that enhance the Agency's delivery of special recreation programming and opportunities, including but not limited to, public-private partnerships, intergovernmental cooperation, leases, licenses, easements, and outside contracting.
- F. The Agency's ability, in collaboration with SLSF, to raise funds for acquisition of real estate and for the development, use, operation, maintenance, repair and replacement of improvements thereon.

### COMPLIANCE WITH GASB STANDARDS

NWSRA shall comply with all applicable GASB standards of financial accounting and reporting, and is committed to providing the general public, finance markets, and oversight officials with useful, reliable and consistent reporting.



## INVESTMENT POLICY AND PRACTICES

**A. Purpose:** The purpose of the investment policy is to govern the investment activity of NWSRA in accordance with the Public Funds Investment Act (30 ILCS 235/1 *et seq.*). This policy applies to all agency financial assets and is intended to be broad enough to allow the agency to function properly within the parameters of responsibility and authority, while adequately safeguarding such assets. All investment activity and transactions involving the agency's financial assets shall be administered and conducted in accordance with this policy.

**B. Reserve Funds:** Funds designated as reserves shall be classified in one of the two categories below:

Capital Reserve: This account shall be used for capital purchases and should maintain a balance in an amount equal to a 3 year forward rolling average of the total budgeted capital expenditures.

**C. Objectives:** In order of priority, the primary objectives of all investment activities involving the financial assets of the Agency shall be safety, liquidity, and rate of return.

1. Safety: All investments shall be undertaken in a manner that ensures the preservation of capital in the Agency's overall portfolio (the "Portfolio").
2. Liquidity: The Portfolio shall maintain the necessary liquidity to enable the Agency to meet all operating requirements and liabilities that may be reasonably anticipated in any Agency fund.
3. Return: The Portfolio shall be designed to obtain a reasonable return on investment, which for the purposes of this Policy, means that the Portfolio should obtain a market-average rate of return, taking into account the Agency's investment risk constraints and cash flow needs. Federal Fund rates shall be used as the basis for determining whether market-average returns are being achieved.

**D. Authorized Investments:** The Agency may invest only in the types of securities allowed by Illinois law, including the Public Funds Investment Act, presently limited to the following:

1. Bonds, notes, certificates of indebtedness, treasury bills, or other securities which are guaranteed by the full faith and credit of the United States of America;
2. Bonds, notes, debentures, or other similar obligations of U. S. Government or its agencies;
3. Interest-bearing savings accounts, interest-bearing certificates of deposit, interest-bearing time deposits, or any other investments constituting direct obligations of any bank as defined by the Illinois Banking Act, 205 ILCS 5/1 *et seq.* provided, however, that such investments may be made only in banks which are insured by the Federal Deposit Insurance Corporation;
4. Money market mutual funds registered under the Investment Company Act of 1940, 15 U.S.C.A. § 80a-1 *et seq.*, provided the portfolio is limited to 1) bonds, notes, certificates, treasury bills, or other security which are guaranteed by the full faith and credit of the United States of America as to principal and interest, 2) bonds, notes, debentures, or other similar obligations of U. S. Government or its agencies, or 3) agreements to repurchase such obligations;

5. Illinois Trust, IPDLAF+ Class
6. The Illinois Fund
7. Short term obligations of corporations organized in the United States with assets exceeding \$500,000,000 if (i) such obligations are rated at the time of purchase at one of the three highest general short-term classifications established by at least 2 standard rating services and is on the Approved List of a SEC registered Investment Advisor under agreement with the Agency, (ii) mature not later than 270 days from the date of purchase, (iii) such purchases do not exceed 10% of the corporation's outstanding obligations and (iv) no more than one-third of the Agency's funds may be invested in short term obligations of corporations.
8. Interest-bearing bonds of any county, township, city, village, incorporated town, municipal corporation, or school district, of the State of Illinois, of any other state, or of any political subdivision or agency of the State of Illinois or of any other state, whether the interest earned thereon is taxable or tax-exempt under federal law. The bonds shall be registered in the name of the Agency or held under a custodial agreement at a bank. The bonds shall be rated at the time of purchase within the 4 highest general classifications established by a rating service of nationally recognized expertise in rating bonds of states and their political subdivisions.

**C. Prudent Person Rule Requirement:** It shall be the practice of the Agency to follow the "prudent person rule. "The prudent person standard requires that investments be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

**D. Diversification:** It shall be the practice of the Agency to invest in a diversified manner and not have undue concentrations in any single investment.

**E. Collateral Requirements:** It shall be the practice of the Agency to require that time deposits in excess of FDIC insurable limits be secured by collateral or AAA rated private insurance at the time of purchase, to protect public deposits in a single financial institution if it were to default.

1. Financial institutions must collateralize all deposits in excess of FDIC insurance limits, to 105% of market value. The ratio of market value of collateral to the amount of funds on deposit shall be reviewed on a monthly basis. Additional collateral shall be required should the ratio fall below the minimum required level.
2. Acceptable collateral includes the following:
  - a. · Bonds, notes, certificates of indebtedness, treasury bills, or other securities now or hereafter issued which are guaranteed by the full faith and credit of the United States as to principal and interest;
  - b. · Bonds, notes or other securities constituting the direct and general obligations of any agency of the United States, the interest and the principal of which is guaranteed by the United States;
  - c. Obligations of United States Government agencies.

- F. Safekeeping of Collateral:** An executed collateral agreement must be on file with the Agency. Third party safekeeping is required for all collateral. To accomplish this, the securities must be held at one or more of the following locations:
1. At a Federal Reserve Bank or its branch office
  2. By a custodial agent of the pledging institution
  3. By the trust department of the issuing bank
- G. Internal Controls System:** Separate individuals shall be responsible for the receipts, records, agency accounting systems, bank deposits and monthly financial reviews. The adequacy of internal controls that are in place shall be reviewed annually by an independent audit firm and shall be the subject of an annual report to the Board of Directors of the Agency.
- H. Responsibilities:** It shall be the responsibility of the Agency's Executive Director to ensure compliance with the Policy and to review all Agency investments on a monthly basis. The Agency may engage the services of one or more external investment managers to assist in the management of the Portfolio in a manner consistent with the Agency's objectives upon Board approval. Such external managers may be granted discretion to purchase and sell investment securities in accordance with is Investment Policy. Such managers must be registered under the Investment Advisers Act of 1940.
- I. Performance measures:** The Agency will measure the performance of all investments on a monthly basis.
- J. Periodic Review:** The Board of Directors' Finance Committee shall periodically review the Agency's investment holdings, and the Board shall set targeted reserves and review those reserves on an annual basis.
- K. Quarterly Reporting:** It shall be the practice of the Agency to report on all investments on a monthly basis and to note any significant issues or changes that may be required on a quarterly basis. Quarterly written reports of investment activities shall be provided by the Agency's chief financial officer for submission to the Board of Directors and the Executive Director. The quarterly reports shall include information regarding securities in the Portfolio by class or type, book value, income earned, and market value as of the report date
- L. Ethics and Conflicts of Interest:** Board Members, officers and employees involved in the investment process will refrain from personal business activity that could conflict with the proper execution and management of the Agency's investment program, or that could impair their ability to make impartial decisions.

## BUDGET DEVELOPMENT

It is the purpose of NWSRA to provide recreational programs and services effectively and economically and to ensure sound and economic purchases, including use of purchase orders, price quotes, bidding procedures and cooperative purchase arrangements.

The Executive Director will develop a budget for the approval of the Board of Directors on an annual basis in accordance with the Articles of Agreement and By-Laws. The Budget will include Revenues, Expenditures and Capital purchases. The proposed budget will be reviewed by the Finance Committee and then presented to the Board for approval. The Board and members of the public will have the opportunity to review the budget and provide input approximately one month prior to the December Board Meeting where it will be presented for final approval.

## REVENUE

NWSRA receives revenue from various sources, including assessments from member districts, program and transportation fees, non-program revenue, an annual grant from Special Leisure Services Foundation (SLSF), sale of fixed assets, bank interests, revenue to SLSF from registration form donations, and when necessary reserve transfers. As the Agency's programs and services cannot be fully funded by tax revenue, it relies on other sources for additional funding.

## FOUNDATION

The Special Leisure Services Foundation (SLSF) is an Illinois not-for-profit corporation that is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code. The purpose of the Foundation is to provide additional resources for the operations and programs for Northwest Special Recreation Association. SLSF assists in the development of services for residents with disabilities throughout the NWSRA service area through donations, sponsorships, grants, contributions, gifts and bequests, and fundraising events. The proceeds of the Foundation's funding initiatives support the following major areas:

- Inclusion
- Transportation
- General Program Support
- Scholarships
- Athletics

## CAPITAL

### DEFINITIONS FOR CAPITAL PLANS

NWSRA defines capital as the Association's expenditures towards property, building improvements (including special projects/ADA Transition plan items), plants, machinery, technology/hardware, equipment, furniture, fixtures, and vehicles.

#### **A. Capital Improvement Plan (CIP)**

The Capital Improvement Plan (CIP) is a document that outlines the capital expenditures for NWSRA, for a period of time, not to exceed five years and approved by the NWSRA Board of Directors.

## **B. Annual Capital Plan (ACP)**

The Annual Capital Plan (ACP) are the expenditures assigned to a specific fiscal year from the CIP. These expenditures are within the annual budget and reviewed by the Finance Committee during the annual budget proposal process to be presented to the NWSRA.

## **C. Tier System**

The Tier System was developed by NWSRA to prioritize capital expenditures in the event that the ACP is not fully funded. There are four tier systems; however, these tiers are interchangeable depending on priority. The capital items are ranked in tier one through tier four. Tier one capital expenditures have the highest priority, while tier four expenditures rank as the lowest in priority.

1. Tier I – for those items outlined in the ACP with legal obligations. This includes but is not limited to items for which there is an intergovernmental agreement, Memorandums of Understanding (MOU), leases/contracts and could be relative to complying with laws such as the Americans with Disability Act (ADA) and other mandates whether anticipated or not.
2. Tier II – the loss of the items outlined in the ACP that could disrupt the continuity of programs and services if not replaced in a timely manner. These items include but are not limited to vehicles, printers, technology and infrastructure updates.
3. Tier III – for those items that appear on the ACP plan as repair, replacement or maintenance of. These items include but are not limited to Snoezelen Rooms, Dream Lab, Community Sensory Garden and some software and hardware items.
4. Tier IV – for those new and future projects and capital ideas.

## CAPITAL ASSETS

The purpose of this capital asset policy is to provide control and accountability over capital assets, and to gather and maintain information needed for the preparation of financial statements. The NWSRA capital asset policy is herein established to safeguard assets and to insure compliance with GASB34 for governmental financial reporting.

This policy is herein established to safeguard and address NWSRA's investment in property, which comprises a significant resource. This policy is meant to ensure compliance with various accounting and financial reporting standards including Generally Accepted Accounting Principles (GAAP), and Governmental Accounting, Auditing, and Financial Reporting (GAAFR).

Further, this policy is meant to reflect NWSRA's desire to meet the reporting requirements set forth in the Governmental Accounting Standards Board (GASB) Statement No. 34. Specifically, the GASB Statement No. 34 states that governments should provide additional disclosures in their summary of significant accounting policies including the policy for capitalizing assets and for estimating the useful lives of those assets which is used to calculate the depreciation expense. The Statement also requires disclosure of major classes of assets, beginning and end-of-year

balances, capital acquisition, sales/dispositions, and current-period depreciation expense.

## **A. Inventory**

Responsibility for control of capital assets will rest with the finance department. The Superintendent of Administrative Services and the Finance Manager shall ensure that such control is maintained by establishing an inclusive capital asset inventory schedule. Asset purchases, which fall below the capitalization threshold as shown in Section E, will not be included in the capital asset inventory.

Each Department will be responsible for control of capital assets for their department. The Superintendent of Administrative Services and the Finance Manager shall ensure that such control is maintained by establishing a capital asset inventory schedule, and work with each Department Head annually to update the inventory. The inventory schedule will include the following for each asset:

- Asset Description – A description of the asset (serial #, model#)
- Asset Classification (Land and Land Improvements, Building and Building Improvements, Vehicles, Machinery and Equipment, and Infrastructure Assets)
- Department name and physical location of asset
- Date asset was purchased/acquired and or disposed
- Cost of Asset
- Method of acquisition (purchased or donated)
- Estimated useful life

This list will be maintained, updated, and reviewed by the Finance Manager on an ongoing basis.

## **B. Valuing Capital Assets**

Capital assets should be valued at cost plus those costs necessary to place the asset in its location (i.e. freight, installation charges). In the absence of exact cost information, a realistic estimate will be used. Donated assets will be recorded at the estimated current fair market value.

## **C. Capitalizing**

### *When to Capitalize Assets:*

Assets are capitalized at the time of acquisition. To be considered a capital asset for financial reporting purposes, an item must be at or above the capitalization threshold (see schedule – Section E) and have a useful life of more than one year.

### *Assets not capitalized:*

Capital assets below the capitalization threshold (see schedule – Section E) on a unit basis but warranting “control” shall be inventoried and an appropriate list will be maintained by the Finance Manager.

Capital Assets should be capitalized if they meet the following criteria:

- Tangible
- Useful life of more than one year (benefit more than a single fiscal period)
- Cost exceeds designated threshold (see schedule – Section E)

Capital Assets include the following major classes of assets:

**Land and Land Improvements** – Capitalized value is to include the purchase price plus costs such as legal fees and filing fees; improvements such as parking lots, fences, pedestrian bridges, landscaping.

**Building and Building Improvements** – Costs include purchase price plus costs such as legal fees, filing fees, rental fees, specialty projects; improvements include structures and all other property permanently attached to, or an integral part of the structure and building improvements for NWSRA programming spaces. These costs include re-roofing, electrical/plumbing, carpet replacement and HVAC.

**Vehicles** – Costs include purchase price and equipment and well as costs such as title, and registration.

**Machinery and Equipment** – Assets included in this category are heavy equipment, traffic equipment, generators, computers, software, hardware, technology, office equipment, phone system, and kitchen equipment.

**Infrastructure Assets** – Infrastructure Assets are long-lived capital assets that are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets.

**Depreciation**

Depreciation is computed on a straight-line method on a monthly basis from the month of acquisition. Additions and improvements will only be capitalized if the cost either enhances the asset’s functionality or extends the asset’s useful life. Projects in process will be added to the asset base as the projected expenses are incurred. However, the project will first need to meet its individual threshold.

**Capital Assets Useful Lives are as follows:**

<b>Asset</b>	<b>Useful Life</b>	<b>Capitalization Threshold</b>	<b>Inventory Threshold</b>
Land (and inexhaustible Land Improvements)	N/A	\$1	1
Building	50	\$1,000	1
<b>Building Improvements</b>		\$1,000	1
HVAC	20		
Re-roofing	20		
Electrical/Plumbing	30		
Carpet Replacement	10		
NWSRA Programming Spaces	10		
<b>Vehicles</b>		\$1,000	1
Vehicles – Programs	8		
Vehicles – Employee	8		
<b>Machinery &amp; Equipment</b>		\$1,000	1
Recreational Equipment	20		
Software	5		
Computers	5		

<b>Furniture &amp; Fixtures</b>		\$1,000	1
Office Furniture	20		
Office Equipment	5		
Phone System	5		
Kitchen Equipment	15		
Infrastructure	20	\$1,000	

**D. Removing Capital Assets from Inventory**

Capital assets are to be removed from inventory once they are obsolete or claimed as surplus property. The item must also be removed from the inventory listing in the Inventory Management System.

**E. Surplus Property**

Each Department must notify the Finance Manager of any capital purchases and of any capital assets classified as surplus. Only assets with an initial value of \$1,000 or greater need to be declared as surplus. All surplus items must be included on a Surplus Ordinance and approved by the Board of Directors prior to disposal.

**I. Lost or Stolen Property**

When suspected or known losses of property occurs, NWSRA should conduct a search for the missing property. The search should include a possible transfer to another department, placed in storage, or placed on a surplus ordinance. If the missing property is not found, the loss should be reported to the Executive Director and if it is a capital asset it will be reported to the Board of Directors and removed from the inventory listing in Inventory Management System.

**VII. MEMBER DISTRICT LEVY AND ANNUAL ASSESSMENTS**

SPECIAL RECREATION FUND USE POLICY

The Special Recreation Levy Use Policy is intended to assist the Member Districts on their use of Section 5-8 funds for the establishment, maintenance and management of joint recreation programs and services for persons with disabilities of all the participating Member Districts, to support inclusion services, and for the evaluation and retrofitting of recreation facilities used or usable in joint programs and/or to make new recreation facilities universally accessible. In order for a park district/municipality to levy for Section 5-8 funds, it must be a party to a joint agreement to provide recreation programs and services for handicapped, typically through joining or creating an SRA.

SECTION 5-8 OF THE PARK DISTRICT CODE:

Any Park District that is a part of a joint agreement to provide recreational programs for the handicapped under 8-10 b of this Code may levy and collect annually a tax of not to exceed .04% of the (equalized assessed valuation) of all taxable property in the district for the purpose of funding its share of the expenses of providing these programs under that joint agreement, which tax shall be levied in like-manner as the general taxes for the district.



In November of 2003, Public Act 93-0612 amended the Property Tax Extension Limitation Law in the Property Tax Code by modifying the definition of “aggregate extension” to exclude extensions made to fund a park district’s or a municipality’s expenses to provide joint recreational programs for the handicapped under Section 5-8 of the Park District Code.

#### MEMBER DISTRICT USE OF SRA LEVY

A. Section 5-8 of the Park District Code and Section 11-95-14 of the Municipal Code require that taxes levied for special recreation be spent to fund levying member districts’ shares of the costs of providing programs under the SRA joint agreement. In addition to the annual assessment, these costs may include, but are not limited to:

1. Cost of Member District facility use as calculated based upon the following Guideline for Special Recreation Fund Recommendations, which NWSRA shall review on its requests to use Member District facilities for joint programs.
2. NWSRA appreciates that Member Districts make their facilities available for NWSRA Programs in accordance with Article 6 of the NWSRA Amended Articles of Agreement, and confirms that a Member District may allocate building and deferred maintenance expenses related to such use pro rata according to its participation in the NWSRA joint agreement program, up to a maximum level agreed upon by the NWSRA Board of Directors in the Special Recreation Fund Recommendations Grid created annually as part of the Member District Annual Assessment (MDAA) process.
3. Cost of capital improvements for accessibility for people with disabilities to all recreational facilities which are used in conjunction with NWSRA programs, including but not limited to, golf courses, outdoor natural areas and trails, play areas, aquatic facilities including boating, fishing and swimming pools, sports facilities etc., as required under the Americans with Disabilities Act Accessibility Guidelines (ADAAG).
4. Cost of 15-passenger accessible vehicle at 100%, and 50% of the cost of an accessible vehicle for over 15 passengers. If there are additional equipment or program needs that can be justified, a higher percentage will be considered.
5. Cost of consultants to determine accessibility of Member District recreation facilities and sites which are used in conjunction with NWSRA programs when the consultants’ work is specifically for the purpose of evaluating accessibility.
6. Costs outlined in the ADA Compliance Process Guidelines.

#### ADA COMPLIANCE PROCESS GUIDELINES

To help facilitate compliance with the NWSRA ADA Compliance Process Guidelines for each Member District, the NWSRA Board of Directors formed the ADA Compliance Committee.

#### COMMITTEE PURPOSE

The purpose of the ADA Compliance Committee is to review the categories outlined for the use of the 5-8 levy funds of each Member District for SRA purposes beyond the Member District Annual Assessment contribution.

## ADA COMPLIANCE COMMITTEE MEMBERS AND APPOINTMENT

The committee shall be made up of:

- A. The Executive Director of NWSRA
- B. The NWSRA Superintendent of Recreation overseeing Inclusion
- C. Two Member District Executive Directors
- D. Two Member District Superintendent of Parks

The committee shall be appointed annually at the December Board Meeting.

## ADA COMPLIANCE REVIEW COMMITTEE MEMBERS AND APPOINTMENT

The review committee shall be made up of:

- A. The Executive Director of NWSRA
- B. The NWSRA Superintendent of Recreation overseeing Inclusion
- C. Two Member District Superintendent of Parks

The review committee shall be appointed annually at the December Board Meeting.

## ADA COMPLIANCE SUBMISSIONS PROCESS

To apply for SRA levy funds, a Member District shall send a letter to the NWSRA Executive Director, describing the nature and estimated amount of the proposed expenditure.

*ADA Compliance project proposals should include a Cover Letter outlining the projects including unit prices and quantities. Attach pictures and drawings to justify accessibility. The proposal submitted should be simple, yet complete with pricing, number of units etc. The proposal should be prepared for public viewing. The following checklist should be used for proposals to be considered by the NWSRA Board of Directors:*

- A. Review the **NWSRA ADA Compliance Project Guidelines** located on the NWSRA Directors website. The NWSRA ADA Compliance Project Guideline Tool is broken down into the following categories; Plumbing Elements and Facilities, Recreation Facilities and Amenities, Routes and Surfaces, Communication Elements and Features, Transportation and Special Rooms/Specialty Elements.
- B. Provide a cover letter outlining the request and how the project will benefit NWSRA participants, families and programs (sample letters available on the NWSRA Directors website).
- C. Provide an overview of the request (age group, location, park, replacement or new, equipment vendor, surface vendor, etc.).
- D. Provide a detailed description of the project, item or surface.
- E. Provide a unit price and/or square footage of the entire project, item or surface and the percentage/portion to be charged to the SRA Levy Fund.
- F. Provide pictures and drawings to justify accessibility.
- G. Submissions should be sent electronically no later than the first day of the January, March, May, July, September and November Board meeting months. A table of the schedules and deadlines is below:

The ADA Compliance project process is set forth below. The ADA Compliance Review Committee accepts, reviews and recommends projects to the Board of Directors six times a year.

<b>ADA Compliance Project Submission Period</b>	<b>Closing Date for Project Submissions</b>	<b>ADA Compliance Review Process</b>	<b>Board Approval</b>	<b>Acceptance or Denial Letter Sent</b>
December 1 – January 1	January 1	January 1 – January 9	At the NWSRA January Board Meeting	By January 31
February 1 – March 1	March 1	March 1 – March 14	At the NWSRA March Board Meeting	By March 31
April 1 – May 1	May 1	May 1 – May 14	At the NWSRA May Board Meeting	By May 31
June 1 – July 1	July 1	July 1 – July 14	At the NWSRA July Board Meeting	By July 31
August 1 – September 1	September 1	September 1 – September 14	At the NWSRA September Board Meeting	By Sept. 31
October 1 – November 1	November 1	November 1 – November 9	At the NWSRA November Board Meeting	By Nov. 30

All NWSRA Member District ADA Compliance project submissions can be found on the NWSRA Directors website. The request shall be submitted not more than 12 months after final invoice date for actual expenses.

**THE REVIEW COMMITTEE PROCESS**

The ADA Compliance Review Committee shall review the request, prepare a recommendation, and submit the request and recommendation to the NWSRA Board of Directors. The NWSRA Board shall take action on the request at its next Board meeting following receipt of the Review Committee’s recommendation. After action by the Board, the Executive Director shall notify the Member District in writing of the Board’s decision. The Member District may thereafter commence the project. The Member District may disburse funds at any time up to 12 months after Board approval.

## NWSRA ADA COMPLIANCE PROJECT CATEGORIES

<b>Plumbing Elements and Facilities</b>	<b>Recreation Facilities and Amenities</b>	<b>Routes and Surfaces</b>	<b>Communication Elements and Features</b>	<b>Transportation</b>	<b>Special Rooms/Spaces and Elements</b>
Fountains	Benches/Picnic Tables	Walking Surfaces	Fire Alarm Systems	Vans	Wheelchair Spaces/Companion Seating
Toilets/Stalls/ Urinals	Amusement Rides	Play Surfaces	Signage		Kitchens/Kitchenettes
Bathing Rooms/Shower Components	Boating Facilities	Sidewalks	Telephones		Storage
Lavatories and sinks	Exercise Machines/ Equipment	Athletic Surfaces	Detectable Warning Systems		Dining Surfaces/Work Surfaces
Shower Seats	Fishing Piers/Platforms	Doors/Doorways/Gates	Assisted Listening Systems		Museums
Saunas/Steam Rooms/Spas	Golf Facilities	Ramps			Assembly Areas
Dressing, Fitting and Locker Rooms	Mini Golf Facilities	Curb Ramps			
	Playgrounds/Play Areas	Elevators			
	Swimming Pools/Wading Pools/Splash Pads	Platforms and Lifts			
	Ranges	Accessible Routes/Accessible Means of Egress			
	Bleachers	Stairways			
	Handrails	Passenger Loading			
		Parking Spots			

## VIII. CHAIN OF AUTHORITY

If the **EXECUTIVE DIRECTOR** is absent/ill out of town, the chain of authority is as follows:

- A. Superintendent of Administrative Services
- B. Superintendent of Recreation I
- C. Superintendent of Recreation II
- D. Superintendent of Marketing and Communication
- E. Superintendent of Development

If the **EXECUTIVE DIRECTOR** and all **SUPERINTENDENTS** are absent/ill/out of town, the chain of authority is as follows:

- A. Manager of Support Services
- B. Manager of Recreation - Collaboratives (by years in position)
- C. Manager of Inclusion Services
- D. Manager of Recreation - Day Camps
- E. Manager of Recreation - Athletics

If the **EXECUTIVE DIRECTOR, SUPERINTENDENTS** and all recreation **MANAGERS** are absent/ill/out of town, the chain of authority is as follows:

- A. Support Services Coordinators (by years in position)
- B. Operations Coordinator
- C. Program Coordinator
- D. Inclusion Coordinators (by years in position)
- E. Collaborative Coordinators (by years in position)
- F. IT Services Coordinator
- G. Recruitment Coordinator

If the **EXECUTIVE DIRECTOR, SUPERINTENDENTS, Recreation MANAGERS** and **COORDINATORS listed above** are absent, the Program Specialists are the next in authority, based on years of service.

If the Executive Director is absent/ill/out of town and an urgent or very serious situation arises: , the Executive Director should be reached by phone.

- A. The first person in the chain of authority above shall attempt to contact the Executive Director by phone.
- B. If it is not possible to reach the Executive Director, the first person in the chain of authority above shall immediately notify the Board President, and all Superintendents with a need to know.
- C. The first person in the chain of custody shall direct the Superintendent of marketing and Communications to prepare a public statement in response to the urgent/serious situation; provided that no public statement shall be released without the prior authorization of the Board President in the absence of the Executive Director. .
- D. The chain of authority above shall apply to these emergency response procedures. .

If a crisis or emergency occurs, the agency's top available administrator would determine if the Crisis Plan would go into effect.