



**Governing Policies**  
of the  
**Rockford Park District**  
**Board of Commissioners**  
**Rockford, Winnebago County, Illinois**

Adopted by the Rockford Park District Board of Commissioners  
April 22, 2008, and approved as last revised October 10, 2017.

# ROCKFORD PARK DISTRICT

## Governing Policies Manual

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ROCKFORD PARK DISTRICT  
ROCKFORD, ILLINOIS

## **ROCKFORD PARK DISTRICT POLICY GOVERNANCE OVERVIEW**

The governing policies of the Board of Commissioners define and clarify the roles and responsibilities of the Board and Executive Director of the Rockford Park District, and establish the hierarchy of responsibility and control. The Board's role is to govern the District on behalf of the citizens who elect the Commissioners. The District obtains citizen and customer input through citizen, program, and facility surveys, service improvement requests, and advisory committees. The Board is responsible for ensuring that the Executive Director drives achievement of the results set forth by the Board and within the limits established by the Board's governing policies.

The Executive Director is directed to produce outcomes in the Board's Priority Results, and given boundaries which to work within in Management Limitations policies. The Board delegates the operations of the District to the Executive Director. Achievement of the Priority Results and compliance with Management Limitations are verified in periodic written monitoring reports submitted by the Executive Director to the Board according to the Board-designated schedule in Policy 3.4 Monitoring Executive Director Performance.

### **PRIORITY RESULT Policies**

#### ***Visioning and Planning System Drivers***

These policies define the results the Board directs the District to achieve with the resources it is given by its citizens. They identify what services or needs shall be met, for which people at, and at what cost. Similar to goals, Priority Results are mission-related, provide a long-term perspective, are outcome oriented, and embody the Board's strategic planning by setting direction and priorities for the future. The Global Priority Result is the broad, but primary goal for the District while Priority Results I–III are subsidiary goals which contribute to the achievement of the Global Priority Results.

### **MANAGEMENT LIMITATIONS Policies**

#### ***Policy Management and Operations System Drivers***

The Board regulates District operations by these policies. Management Limitations direct the actions staff may take, establish boundaries that staff must operate within, and define behavior and practices that are unacceptable in the pursuit of achieving Priority Results. Staff is empowered by being told what not to do, rather than what to do and how to do it. Such examples include prohibiting staff from illegal, unethical, fiscally irresponsible, tactics or other activities which may place the District in jeopardy.

**Vision:** To be the best urban parks and recreation system in North America, as measured by national standards and the citizens we serve.

**Mission:** To help people enjoy life by providing an exceptional park and recreation system.

### **Global Priority Result**

Park space and recreation are essential to the quality of life in the Rockford Park District, contributing to the transformation of the region into a Top 25 community.

#### **Priority Result I**

Park space and recreational facilities meet the recreational needs of this and succeeding generations

- A. Park and facility maintenance, repair, cleanliness, appearance, and accessibility meet or exceed citizen expectations
- B. Sustainability drives acquisition, development, construction, operation, and repair and replacement of parks and facilities
- C. Residents value the District's role in preservation, conservation, reforestation, and beautification
- D. Park land and facility acquisition and development priorities:
  - i. Meet community needs and are aligned to recreational trends
  - ii. Secure and allocate resources to cover costs of capital development, maintenance, and operational costs, and
  - iii. Link paths, trails, and parks, and provide neighborhood parks and riverfront improvements
- E. Obsolete, underutilized, or non-trending parks, facilities, and amenities are repurposed or retired

#### **Priority Result II**

Residents value and are involved in diverse, well-supported, safe recreational activities for their health, well-being, fun, and entertainment

- A. Highest priority for services is given to supporting the success of youth, teens, persons with disabilities, and families during summer and non-school times
- B. Residents experience activities that promote a healthy lifestyle at accessible times and locations utilizing recreational facilities and natural assets, including:
  - i. Introductory sports for lifetime recreation
  - ii. Active and passive recreation
  - iii. Nature and outdoor activities
  - iv. Cultural activities
- C. A safe and secure environment exists in parks, recreational facilities, services, and programs

#### **Priority Result III**

Residents have exceptional parks and recreational facilities, services, and programs that reflect a high return on available resources

- A. A broad array of free or low-fee recreational activities, facilities, and park land exist for the greatest community benefit
- B. District assets and resources are leveraged by strategic partnerships and collaborations to enhance and strengthen achievement of the Priority Results
- C. There is growth in non-tax revenue in support of District Priorities
- D. The community is engaged as volunteers, advisory committees, and friends groups

**POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

**POLICY TYPE: MANAGEMENT LIMITATIONS**

**Sequence 2.0**

**POLICY TITLE: *GENERAL MANAGEMENT CONSTRAINT***

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The Executive Director shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

## **POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

### **POLICY TYPE: MANAGEMENT LIMITATIONS**

#### **Sequence 2.1**

#### **POLICY TITLE: *TREATMENT OF CUSTOMERS***

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With respect to interactions with customers (those who use our facilities or services) or those applying to be customers, the Executive Director shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, untimely, or unnecessarily intrusive.

Accordingly, the Executive Director shall not:

1. Use methods of collecting, reviewing, transmitting, or storing customer information that fail to protect against improper access to the material elicited.
2. Maintain facilities that fail to provide a reasonable level of safety and privacy, as demonstrated by a data-based monitoring and proactive response system.
3. Fail to communicate with customers a clear understanding of what may be expected from the facilities and service(s) offered.
4. Fail to inform customers of this policy and to ensure a process is in place for constructive response to customer complaints.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: MANAGEMENT LIMITATIONS

#### Sequence 2.2

#### POLICY TITLE: *TREATMENT OF STAFF*

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With respect to the treatment of paid staff and volunteers, the Executive Director may not cause or allow conditions which are unsafe, unfair, or undignified.

Accordingly, the Executive Director shall not:

1. Operate without written personnel policies or procedures, which provide for staff safety, clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions, including but not limited to nepotism.
2. Discriminate or retaliate against any staff member for internal, non-disruptive expression of dissent, or for reporting to management or to the Board of Commissioners acts or omissions by personnel, management, or the Board of Commissioners that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.
3. Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted *and* (b) the employee alleges that Board policy has been violated.
4. Fail to acquaint staff with their rights under this policy.
5. Fail to provide staff with training to deal with emergency situations.
6. Fail to provide positive programs and services for District employees, such as wellness initiatives, tuition reimbursement, education, training opportunities, team merit for performance, and recreational/social events.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.3

### POLICY TITLE: *FINANCIAL PLANNING/BUDGETING*

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Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Priority Result policies, risk fiscal jeopardy, or fail to take into consideration a multi-year plan (including a Capital Improvement Plan(**CIP**)).

Accordingly, the Executive Director shall not allow budgets that:

1. Risk incurring those conditions described as unacceptable in Policy 2.4: Financial Condition and Activities.
2. Contain too little information to enable credible projection of revenues and expenses, separation of capital and operational items, recommended CIP projects, cash flow, and disclosure of planning assumptions.
3. Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Allow the fund balance at the beginning of a fiscal year to be less than 50 percent, plus or minus five percent (or 47.5 percent to 52.5 percent,) of that year's estimated real estate tax collections for operating funds, with a summary to accompany the annual monitoring report.
5. Provide less for Board discretion during the year than is set forth in policy 4.2B Annual Governance Work plan.



# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.4

### POLICY TITLE: *FINANCIAL CONDITION AND ACTIVITIES*

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With respect to actual, ongoing financial condition and activities, the Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from the Board's Priority Result Policies (Governing Policies Section 1.0.)

Accordingly, the Executive Director shall not:

1. Conduct interfund shifts in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues by the end of the fiscal year.
2. Fail to settle payroll and debts in a timely manner.
3. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
4. Make a single purchase or commitment of greater than \$50,000. Splitting orders and/or paying from two consecutive fiscal years to avoid this limit violates this policy.
5. Acquire, encumber, trade, or dispose of real property, including changes in the use of real property, for a year or more without express permission of the Board.
6. Fail to aggressively pursue material receivables after a reasonable grace period.
7. Obtain revenues from sources that are not, in fact and appearance, legal and consistent with the mission and values of the organization.
8. Use restricted contributions for purposes other than stated by the contributor.
9. Fail to exercise adequate controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.
10. Make any loan of District funds.
11. Pledge any of the assets of the corporation as security within any contracts.
12. Allow the expenditure of funds for travel in excess of the allocation approved by the Board as part of the annual budget r, and only for purposes that support vital District functions. Out-of-state travel is to be limited to programs that cannot be provided within the state or region. [As required by Public Act 99-0604 signed into law 7/22/2016]
13. Operate without reviewing, on a monthly basis, a comparison of actual expenses and revenues with those budgeted.
14. Enter into intergovernmental agreements greater than one year in duration without approval by the Board according to Policy 4.2.6.d. Board Job Description.
15. Fail to report on achievement of the Board approved Financial Advisory Committee recommendations on an annual basis.
16. Fail to comply with all bond issue covenants and the bond record-keeping policy.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.5.A

### POLICY TITLE: ASSET PROTECTION

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The Executive Director shall not allow the District's assets to be unprotected, inadequately maintained, or unnecessarily placed at risk.

Accordingly, the Executive Director shall not:

1. Fail to insure against theft and casualty losses to replacement value (when feasible) and against liability losses to Board members, staff, and the organization itself in an amount equal to the average for comparable organizations.
2. Allow un-bonded personnel access to material amounts of funds or fail to insure the organization for material employee theft.
3. Subject facilities, vehicles, equipment, or other assets to inappropriate use, improper wear and tear, or insufficient maintenance.
4. Fail to employ risk management practices to minimize exposure of the organization, its Board, and staff to claims of liability.
5. Make any purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$25,000\* without having obtained competitive bids for prices and quality (excluding items identified by state statute). [Consistent with Public Act 99-0771 signed into law August 12, 2016.] *\*To take effect upon adoption of same revision in Responsible Bidder Ordinance.*
6. Fail to protect intellectual property, information, and files from loss or significant damage, and maintain records in a manner consistent with a records retention schedule established in accordance with recommendations from legal counsel.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards, as set forth in the management letter and/or other correspondence.
8. Invest or hold operating capital in insecure instruments, including uninsured checking accounts, short-term investments rated less than A1/P1 at any time, long term investments rated less than AA at any time, or in non-interest bearing accounts except where necessary to facilitate ease of operational transactions.
9. Endanger the organization's public image or credibility, particularly in ways that would hinder its ability to accomplish Priority Results. This includes engagement in any activity that may give the appearance of partisan support by or on behalf of the District to any party, cause, or individual. [Cross Reference: Governing Policy 4.1.2 Governing Style and Values]
10. Compromise the independence of the Board's audit, or other external monitoring or advice, such as by engaging parties already retained by the Board as consultants or advisors.
11. Engage in practices, procedures, or purchases that are not environmentally responsible, except when unavoidable or if there is excessive added cost; consistent with Priority Result I.B.
12. Fail to seek maximum expense savings for purchasing services and products through joint buying with other agencies and organizations.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: MANAGEMENT LIMITATIONS

#### Sequence 2.5.B

#### POLICY TITLE: *CAPITAL IMPROVEMENT PROGRAM*

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With respect to the Capital Improvement Program (**CIP**), the Executive Director may not jeopardize either the programmatic or fiscal integrity of the District.

Accordingly, the Executive Director shall not:

1. Allow the Board to be uninformed of the resources required to achieve the District's total CIP needs on a five-year basis (including associated administrative costs) for:
  - Existing assets in a capital asset management program for routine and preventive maintenance and capital replacement and,
  - New assets such as capital additions, land acquisition, and additional equipment, including expansion of existing facilities or the construction of new facilities.
2. Allocate less than 90% of the CIP budget for repair and replacement of existing assets, with priority given to those that:
  - a) present a safety/security situation, and
  - b) increase revenues or decrease expenses.
3. Request Board action on a new or modified existing asset, without providing the Board with:
  - a) the initial costs of any new and/or modified existing assets project and detail on how it will be financed consistent with Priority Results.
  - b) a forecast of the on-going operating and maintenance expenses, and
  - c) a site plan and building design that is appropriate and conforms aesthetically with the site and the exterior appearance of any existing buildings or structures.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.6

### POLICY TITLE: *EMERGENCY EXECUTIVE SUCCESSION*

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To protect the Board from the sudden loss of chief executive services, the chief executive shall have no fewer than two other members of the executive management team sufficiently familiar with Board and chief executive issues and processes necessary to assume responsibilities of the Executive Director on an interim basis with reasonable proficiency.

## **POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

### **POLICY TYPE: MANAGEMENT LIMITATIONS**

#### **Sequence 2.7**

#### **POLICY TITLE: *COMPENSATION AND BENEFITS***

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With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he or she shall not:

1. Change his or her own compensation except as directed by the Board.
2. Change his or her own benefits inconsistent with a package for all other employees except as directed by the Board.
3. Promise or imply permanent or guaranteed employment.
4. Establish current compensation and benefits that deviate materially from the geographic and/or professional market for the skills employed.
5. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.8

### POLICY TITLE: *COMMUNICATION AND SUPPORT TO THE BOARD*

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The Executive Director shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the Executive Director shall not:

1. Neglect to submit monitoring data required by the Board (according to Policy 3.4 Monitoring Executive Director Performance) in a timely, accurate, concise, and understandable fashion, directly addressing provisions of Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, other material external threats, or material internal organizational changes. When feasible, notification of internal material changes are to be provided to Board members in advance.
3. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on governance process and Board/staff linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the Executive Director.
4. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board actions.
5. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other business under the category of Governing Policy 2.8.9.
6. Allow the Board to be without reasonable administrative and logistical support for official Board, officer, or committee communications.
7. When addressing official Board business, deal with the Board in a way that favors or privileges certain Board members over others except when (a) fulfilling individual requests for information which do not pertain to business of the Board as a whole or (b) related to responsibilities of officers, work plan liaisons, or committees duly charged by the Board.
8. Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board.
9. Fail to supply for the consent agenda all items delegated to the Executive Director, yet required by law or third-party to be Board-approved, along with pertinent monitoring assurance.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

### Sequence 2.9

### POLICY TITLE: *SERVICES LOGISTICS*

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With respect to the services provided by the District (including but not limited to programs, events, and facilities), the Executive Director shall not fail to ensure that these services meet or exceed community or industry standards for excellence in programming, safety, and amenities.

Accordingly, the Executive Director shall not:

1. Fail to make available, where appropriate, quality food, drink and/or merchandise at prices comparable to similar venues in the Rockford metropolitan area.
2. Allow alcohol sales, possession, and/or consumption, except as provided in Ordinance 10.04 Alcoholic Beverages.
3. Operate without using the following guidelines regarding provision of Support Services:
  - a) Services may be provided, subject to availability, within budgeted resources and in alignment with District priorities for a fee to organizations that are conducting events to produce revenues when in accordance with Ordinance 9.01 Advertising and Solicitation, *Cross Reference: Governing Policy 2.11: Expressive Activities*
  - b) Organizations receiving complimentary services or funding will recognize the support provided by the District according to specific guidelines established by the Executive Director.
4. Fail to display the Rockford Park District Sunsinger logo on Rockford Park District assets that are viewed and used by the public.

## **POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

### **POLICY TYPE: MANAGEMENT LIMITATIONS**

#### **Sequence 2.10 POLICY TITLE: *PRIORITY RESULTS FOCUS OF PARTNERSHIPS AND GRANTS***

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The Executive Director shall not enter into any partnership or grant arrangements that fail to emphasize primarily the achievement of Priority Results and the avoidance of unacceptable means.

Accordingly, the Executive Director shall not fail to develop collaborations and partnerships with organizations in the public, not-for-profit, and private sectors that will expand recreational services and opportunities for citizens, and provide the maximum return on the District's investment of resources; consistent with Priority Result III.B.



## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: MANAGEMENT LIMITATIONS

#### Sequence 2.11

#### POLICY TITLE: *EXPRESSIVE ACTIVITIES*

The Executive Director shall not cause or allow the District to unlawfully prevent, engage in, or support any expressive activity. Expressive activities are speech or conduct for the purpose of expression, dissemination, or communication by verbal, visual, literary, or auditory means of political, religious, or ideological opinions, views, ideas, or positions.

Accordingly, the Executive Director shall not:

1. Prevent or place a condition on any individual or group use of District facilities on the grounds of opinions, views, ideas, or positions.
2. Prevent any individual or community group from exhibiting educational information, artistic displays, or recreational displays involving expressive symbols or customs as components of generally secular programs presented or supported by the District (consistent with Ordinance 9.01-3 Peaceful Assembly, Meetings, Parades, Booths, and Expressive Activities.)
3. Allow expressive activities to be presented or supported as District programs.
4. Allow expenditure of District funds or use of District support assets to benefit, support, or establish expressive activity groups.

*Cross Reference: Governing Policy 2.9: Service Logistics; Code of Ordinances 9.01-3 Peaceful Assembly, Meetings, Parades, Booths, and Expressive Activities*

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: MANAGEMENT LIMITATIONS

**Sequence 2.12**

**POLICY TITLE:** *FUND DEVELOPMENT*

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With respect to fund development activities, the Executive Director may not fail to ensure that such activities do not conflict with the Rockford Park District mission and values at fair market value in its investment/benefit correlation.

Accordingly, the Executive Director shall not:

1. Fail to provide an annual report of all fund development activities and income.
2. Allow alcohol sponsorships, except at events where alcohol is allowed (as defined by Ordinance 10.4 Alcoholic Beverages.)
3. Sell a corporate sponsorship unless the value of the proposed sponsorship has been evaluated by a qualified source to ensure appropriate value is received by the Rockford Park District.
4. Sell permanent naming rights/venue titles without Board approval and expert evaluation of the fair market value.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: MANAGEMENT LIMITATIONS

#### **Sequence 2.13**

#### **POLICY TITLE: MUSEUMS**

With respect to the museums affiliated (or being considered for affiliation) with the District, the Executive Director shall not fail to ensure that the museums fulfill all the obligations listed in their affiliation agreements, including but not limited to recognition of District support.

1. The Executive Director may not propose the inclusion of additional museums in the District without applying the following criteria and process:
  - A. The organization's mission shall be compatible with and help achieve the District's Priority Results.
  - B. The land and all the buildings and structures on the land shall become the property of the Rockford Park District unless other significant sources of support would be disrupted.
  - C. The organization shall have been in existence for at least ten years, been designated a 501(c)(3) under the Internal Revenue Code, be governed by a volunteer Board, be operated by sufficient staff on a regularly scheduled basis to elicit a significant public response to its programs, and have adequate funding for operations and maintenance; or,

The proposed museum shall be donated to the District, with sufficient funding to build or retrofit buildings and structures and to operate and maintain them in perpetuity (consistent with Priority Result I.D.) The donation could be in the form of land, and/or land with existing buildings and structures, and/or collections. The District will not accept ownership of collections, without express written permission of the museum Board.

- D. Any proposal to include an additional organization within the District will be submitted by the organization to the Board President or to the Executive Director. While the District will confer with the existing museums, the final decision on whether the proposed application or donation will be accepted will rest with the Board of Commissioners.

**POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

**POLICY TYPE: BOARD-STAFF LINKAGE**

**Sequence 3.0            POLICY TITLE: *GOVERNANCE-MANAGEMENT CONNECTION***

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The Board's sole connection to the operational organization and its achievements and conduct will be through a chief executive officer (CEO) titled Executive Director.

**POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

**POLICY TYPE: BOARD-STAFF LINKAGE**

**Sequence 3.1**

**POLICY TITLE: *UNITY OF CONTROL***

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Only decisions of the Board, by formal action, are binding on the Executive Director.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Executive Director except in rare instances when the Board has specifically delegated such authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Executive Director can refuse such requests that require, in his/her opinion, a material amount of staff time or funds, or are disruptive.

## **POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

### **POLICY TYPE: BOARD-STAFF LINKAGE**

#### **Sequence 3.2                    POLICY TITLE: *ACCOUNTABILITY OF THE EXECUTIVE DIRECTOR***

The Executive Director is the only staff person accountable to the Board for operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The Board will not evaluate, either formally or informally, any staff other than the Executive Director.
3. The Board will view Executive Director performance as identical to organizational performance so that organizational accomplishment of Board-stated Priority Results and compliance with Management Limitation Policies will be viewed as successful Executive Director performance. [ Cross Reference: Governing Policy 3.4: Monitoring Executive Director Performance and 4.2 Board Job Description].

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: BOARD-STAFF LINKAGE

#### Sequence 3.3 POLICY TITLE: *DELEGATION TO THE EXECUTIVE DIRECTOR*

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The Board will instruct the Executive Director through written policies that prescribe the organizational Priority Results to be achieved, and provide parameters through Management Limitation Governing Policies organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Executive Director to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, called *Priority Result policies*. All subjects that are not Priority Results issues as defined here are Means issues.
2. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, called *Management Limitation policies*. The Board will not prescribe organizational means delegated to the Executive Director.
3. As long as the Executive Director uses any *reasonable interpretation* of the Board's Priority Result and Management Limitation policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
4. The Board may change its Priority Result and Management Limitation policies, thereby shifting the boundary between Board and Executive Director domain. However, as long as any particular delegation is in place, the Board will respect and support decisions made by the Executive Director that are compliant with the Priority Result and Management Limitation policies.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: BOARD-STAFF LINKAGE

#### Sequence 3.4 POLICY TITLE: *MONITORING EXECUTIVE DIRECTOR PERFORMANCE*

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The Board will systematically and rigorously monitor Executive Director job performance to determine the extent to which Priority Results are being achieved, and whether operational activities fall within boundaries established in Management Limitation Policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of Executive Director performance.
2. The Board will acquire monitoring data by one or more of three methods:
  - a) by the internal report, in which the Executive Director discloses, in writing, policy interpretations and compliance information,
  - b) by the external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and
  - c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the Board will judge whether (a) the Executive Director's interpretation is reasonable, and (b) whether the data provided demonstrates accomplishment of or compliance with the CEO's interpretation.
4. In every case, the standard for compliance shall be any *reasonable Executive Director (CEO) interpretation* of the Board policy being monitored. The Board will always judge with a "reasonable person" test (what a reasonably prudent person would do in that context), rather than interpretations favored by Board members or the Board as a whole.
5. All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule (as shown on the following page.)
6. If a policy violation is brought to the Board's attention through internal monitoring, the Board will expect the report to include staff's plan and a timeline for rectification of the non-compliance.
7. If the Board determines, by formal action, that a violation has occurred, the Board may either:
  - a) request or negotiate a rectification plan with the Executive Director,
  - b) establish its own requirements through modification of Priority Results or Management Limitations policies, or
  - c) take what the Board determines to be appropriate disciplinary action.



**POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

**POLICY TYPE: BOARD-STAFF LINKAGE**

**Sequence 3.4 POLICY TITLE: MONITORING EXECUTIVE DIRECTOR PERFORMANCE**

<i>Frequency</i>	<i>Schedule</i>	<i>Report</i>	<i>Method</i>
Annually	January	2.5B Capital Improvement Program	Monitoring Report
Annually	February	Priority Result I Parks & Facilities	Results Report
Annually	March	Priority Result II Recreation	Results Report
Annually	April	Priority Result III Value	Results Report
Annually	April	2.13 Museums – Joint Meeting	Monitoring Report and Discussion
Annually	April	4.2B Annual Commissioner Work Plan Report	Results Report
Annually	May	3.2.3/4.10.1-2 Organizational/ Executive Director Performance Report	Results Report
Annually	May	2.9 Service Logistics	Monitoring Report
Annually	May/June	4.2B Annual Commissioner Work Plan Assignments	Action
Annually	June	2.8 Communication and Support to the Board	Monitoring Report
Annually	September	2.7 Compensation and Benefits	Monitoring Report
Annually	September	4.3.2 Annual Review and Approval of Vision, Mission, and Priority Results	Governance Action
Annually	September-October	4.1.10 Annual Review and Approval of Governing Policies	Governance Action
Annually	October	2.13 Semi-Annual Museums Update	Monitoring Report
Annually	October	2.12.1 Fund Development – Foundation Joint Meeting	Monitoring Report and Discussion
Annually	October-November	4.1.10 Annual Review and Approval of Code of Ordinances	Governance Action
Annually	November	2.1.2 Treatment of Customers: Safety	Monitoring Report
Annually	January	2.4.15 Financial Advisory Committee	Monitoring Report
Annually	Close of fiscal year	2.4 Financial Condition & Activities Audit Results	Monitoring Report
Quarterly	April, July, Oct, Jan	2.3 Financial Planning/Budgeting (with Fund Balance Summary each July)	Monitoring Report
Quarterly	April, July, Oct, Jan	2.4 Financial Condition & Activities	Monitoring Report
Monthly	All Months	2.4 Monthly Operations Analysis, Year-to-Date	Monitoring Report
Monthly	All Months	All other 2.0 Sequence Policies 2.0 General Management Constraint 2.1.1, 3-7 Treatment of Customers 2.2 Treatment of Staff 2.5A Asset Protection 2.6 Emergency Executive Director Succession 2.10 Priority Result Focus of Partnerships and Grants 2.11 Expressive Practices and Activities	Assurance of Compliance (AoC)

**POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

**POLICY TYPE: GOVERNANCE PROCESS**

**Sequence 4.0**

**POLICY TITLE: *GOVERNANCE COMMITMENT***

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The purpose of the Board is to govern the Rockford Park District, on behalf of citizens, to ensure the District:

- (1) achieves appropriate results for appropriate persons at an appropriate cost as provided in Priority Result Policies, and
- (2) avoids unacceptable actions and situations as given in Management Limitation Policies.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.1

### POLICY TITLE: *GOVERNING STYLE AND VALUES*

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The Board will govern lawfully, observing policy governance principles, with an emphasis on:

- (a) integrity and truthfulness in all methods and practices,
- (b) outward vision rather than an internal preoccupation,
- (c) encouragement of diverse viewpoints,
- (d) strategic, owner-accountable leadership more than administrative detail,
- (e) clear distinction of Board and Executive Director roles,
- (f) collective rather than individual decisions,
- (g) future rather than past or present, and
- (h) proactivity rather than reactivity.

Accordingly:

1. The Board shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business practices and professional ethics.
2. The organization, in its hiring and other activities, will not discriminate on the basis of race, creed, national origin, religion, age, handicap, political affiliation, gender, sexual orientation, or marital, parental, military status, or other protected classes. [Cross Reference: Code of Ordinances 3.14-1 *Prohibited Political Activities*; *Governing Policy 2.5A and 4.4.2iii*]
3. Activities, with the exception of personnel matters and other subjects specified by the Open Meetings Act of Illinois, shall be open and accessible to scrutiny by its citizens, sponsors, and supporters.
4. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will initiate policy, not merely react to staff initiatives. The Board will use the expertise of individual members to enhance the Board's understanding of issues, but will not substitute such expertise for the judgment of the Board as a whole.
5. The Board will allow no officer, individual, or committee of the Board to hinder or be an excuse for not fulfilling Board commitments.
6. The Board will direct, regulate, and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about results to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts of the organization, not on the administrative or programmatic means of attaining those effects.
7. The Board will enforce upon itself whatever remedy is needed to govern with excellence. This applies to matters such as attendance, preparation for meetings, policymaking principles, respect of roles and responsibilities, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will diligently observe those currently in effect.

# **POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS**

## **POLICY TYPE: GOVERNANCE PROCESS**

### **Sequence 4.1**

### **POLICY TITLE: *GOVERNING STYLE AND VALUES***

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8. Continual Board development will include periodic Board discussion of process improvement, and orientation (within 45 days of election) of new Board members in the Board's governance philosophies, processes, and policies.
9. The Board will monitor and assess its process and performance periodically. Self-monitoring will include a comparison of Board activity against correlating Governance Process and Board-Staff Linkage Policies.
10. All policies of the Board are contained in Governing Policies and Code of Ordinances, which remain in effect unless amended or deleted by Board action. These two policies are reviewed and approved in whole on an annual basis.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.2

### POLICY TITLE: *BOARD JOB DESCRIPTION*

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The job of the Board is to represent the citizens of the Rockford Park District in determining and demanding appropriate organizational performance (consistent with 3.2 and 3.3 Board-Staff Linkage.) In so doing, the Board assumes direct responsibility for the following:

Accordingly:

1. The Board will produce the link between the organization and the citizens of the District using methods such as:
  - a) Needs Assessment: The Board will assess the needs of the ownership as they relate to the District's activities and scope of influence, and will develop Priority Result policies that identify the results the organization will produce to address those needs.
  - b) Advocacy: The Board will inform the ownership of the organization's expected future results, and its present accomplishments.
  - c) Affiliate Linkage: The Board will take steps to connect with major District affiliates (such as museum and Foundation) leaders on a routine basis.
  - d) Board Work Plan: The Board will align itself for the achievement of its selected priorities (see 4.2B) for fulfilling the Board Job Description.
2. The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations, including:
  - a) PRIORITY RESULTS that set forth the organizational deliverables, effects, benefits, outcomes, recipients, and their relative worth.
  - b) MANAGEMENT LIMITATIONS that define the parameters on executive authority, which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c) BOARD/STAFF LINKAGE that explains how power is delegated and monitored, and the Executive Director's role, authority, and accountability.
  - d) GOVERNANCE PROCESS that specifies how the Board conceives, carries out, and monitors its own tasks.
3. The Board will produce assurance of the Executive Director's performance, in accordance with the Board's Priority Results and Management Limitation policies. [*Cross Reference: 3.2.3: Accountability of the Executive Director and 3.4 Monitoring Executive Director Performance*].
4. The Board enacts Ordinances, formal, express acts of the Rockford Park District, by which the District authorizes or directs specific acts in fulfilling its statutory mandate.
5. The Board will make all decisions regarding tax rate increases and referenda.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.2

### POLICY TITLE: *BOARD JOB DESCRIPTION*

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6. The Board will make all decisions that are outside the delegated authority of the Executive Director, as established in Management Limitations, including but not limited to:
  - a) The naming of parks according to Governing Policy 4.12: Naming of Parks and Facilities,
  - b) Decisions on expenditures in excess of \$50,000,
  - c) The acquisition, disposition, trade, or encumbrance of real property, and
  - d) Approval of intergovernmental agreements of greater than one year in duration.
7. The Board will from time to time seek to affect local legislation and public policy as it deems necessary on behalf of the ownership/stakeholders. Personal positions may not be presented in such a way that would be construed as representative of the District.
8. The Board will consciously invest in its ability to govern competently and wisely. Costs will be prudently incurred to develop Board skills, methods, and supports to assure excellence in governance. [*Cross Reference: Governing Policy 4.1: Governing Style and Values*]
  - a) Training and re-training will be used appropriately to equip new members and candidates for Board membership, as well as to maintain and increase existing member skills and understanding.
  - b) Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance; this includes but is not limited to, fiscal audit.
  - c) Means of outreach will be employed as needed to ensure the Board's ability to hear owner viewpoints and values. [*Cross Reference: 4.2.1. Board Job Description*].

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS POLICY TYPE: GOVERNANCE PROCESS

#### Sequence 4.2B

#### POLICY TITLE: *COMMISSIONER WORK PLAN*

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In fulfilling its responsibilities as outlined in policy 4.2 Board Job Description, the Board hereby establishes the following priorities.

#### **4.2.1 The Board will produce the link between the organization and the citizens of the District.**

- a) Advocate with developers, homebuilders, realtors, similar organizations, and local municipalities to provide neighborhood parks and interconnecting pathways in the existing and rapidly developing areas of the District. (PR I.D. & III.B.)
- b) Support and participate in interagency collaborative planning, including:
  - i. Board representation on the WinGIS policy committee. (PR III.B.)
  - ii. Coordinate with other governmental organizations downtown Rockford development projects (i.e., Rock River Development, River District, etc.) (PR.I.D.iii; PR.III.B.)
  - iii. Board representation in the Transform Rockford initiative. (Global Priority Result)
  - iv. Develop a collaborative approach with regional education institutions for recreation and education programs including but not limited to funding assistance. (PR II.B.iii.; PR III.B.)
  - v. Continued guidance, direction, and connectedness to the RPD Foundation Board through engagement in District events, an annual joint Board/Foundation Board meeting, and the leadership of the Board liaison to align Foundation fundraising activities with the District's priorities. (PR.III.C.)
  - vi. Board representation on the Winnebago County Regional Tourism Facility Board (PR.III.B.)
  - vii. Provide advocacy for the development and long-term vision of the Levings Lake and ice facilities master plans (PR I & II.)
  - viii. Enhance the Harkins Foundation through support from Computers for Schools (PR III.B..)

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.2B

### POLICY TITLE: *COMMISSIONER WORK PLAN*

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- c) Maintain ongoing communication with citizens to affirm the District's values and direction through a communication system focused on the three Priority Results developed as a result of direct citizen input, including but not limited to:
  - i. A variety of formal and informal methods of linking with citizens and Stakeholders including attendance at events and functions, participation in official District events, focus groups, publications, correspondence, information on the District's website, and public meetings. (PR.II.)
  - ii. Participate in the District's financial advisory and audit committees. (PR III.)
  - iii. Provide advisory input on the Silent Sports trails expansion project. (PR I. & II.)
- b) Participate in the District's diversity initiative based on the Leadership by Values System. (PR. II. & III.D.)

#### **4.2.2 The Board will develop and maintain written governing policies that realistically address the broadest levels of all organizational decisions and situations.**

- a) Priority Result policies are reviewed throughout the year as reports are affirmed.
- b) Management Limitations are reviewed as reports are affirmed.

#### **4.2.3 The Board will produce assurance of Executive Director performance in accordance with the Board's Priority Results and Management Limitations policies.**

- a) Ongoing performance evaluation as defined in policy 3.4 Executive Director Performance.

#### **4.2.4 The Board enacts Ordinances, which are the formal express acts of the Rockford Park District by which the District authorizes or directs specific acts in fulfilling its statutory mandate.**

#### **4.2.5 The Board will make all decisions that are outside the delegated authority of the Executive Director, as established in Management Limitations policies.**



# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.2B

### POLICY TITLE: *BOARD WORK PLAN*

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#### **4.2.6 The Board will seek from time to time to effect local legislation and public policy as it deems necessary on behalf of the ownership**

- a) Engage in association affairs, including supporting and advocating for the current IAPD state legislative platform. (PR III.B.)
- b) Represent the District on the IAPD Board of Trustees.
- c) Create formal and informal linkages and advocate for District Priorities with state legislative members and local elected officials throughout Winnebago County

#### **4.2.7 The Board will consciously invest in its ability to govern competently and wisely.**

- a) As required by the Illinois Attorney General, Commissioners will complete the Open Meetings Act (OMA) on-line training within 90 days of taking office in accordance with 5 ILCS 120/1.05.
- b) Up to \$25,000 for professional services for policy governance, and attendance at conferences and workshops. (PR III.)

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.3

### POLICY TITLE: *AGENDA PLANNING*

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The Board will prepare and follow an annual agenda that (1) includes an annual review of Governing Policies, and (2) continually improves Board performance through continuous education enriched by input and deliberation.

Accordingly:

1. The Board's annual planning cycle will conclude each year by the last day of September so that administrative planning and budgeting can be based on accomplishing a one-year segment of long-term Priority Results.
2. The Board's annual planning cycle will begin each September again with the development of its agenda for the next year.
  - a) The Board will review its vision, mission, and priorities and other issues to address in the coming year, and will identify information gathering necessary to fulfill its role. Consultations with selected groups of citizens, or other methods of gaining citizen input, governance education, and other education-related to Priority Result topics (e.g., presentations by advocacy groups, demographers, staff, etc.) will be determined in the first quarter, to be held during the balance of the year.
  - b) At the commencement of the annual planning cycle, the Board President will present a tentative agenda plan for the following year's meetings for the Board's consideration.
3. The agenda for any particular meeting will be determined by the Board President, although members are encouraged to recommend any appropriate matter for Board discussion.
  - a) Any Board member desiring to recommend topics for Board discussion will advise the Board President of the matter at least eight days prior to the scheduled Board meeting.
  - b) Board meeting agendas and packets are to be received by all Commissioners not less than four days prior to a regularly scheduled Board meeting.
  - c) By an affirmative vote of a majority of the members of the Board, or of those present at the meeting, additional matters may be added to the agenda of any upcoming Board meeting.
4. The Board will attend to items requiring Board approval as expeditiously as possible.
  - a) Items for Board approval will be listed separately on the agenda as action items or listed in the consent agenda.
  - b) Board action items shall be those that do not meet the criteria for approval as a part of the consent agenda (see section c.) Items listed for Board action will be considered and voted upon individually unless a majority of the Board members present agree to take action on some or all of the Board action agenda items collectively.
  - c) The consent agenda shall include items routine in nature, those unlikely to require debate or abstentions, or those that are by policy delegated to the Executive Director but required by law or third-party to be Board-approved. Items on the consent agenda will be considered and voted upon collectively unless the Board requests a particular item be pulled for discussion and whereby action will be taken separately.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: GOVERNANCE PROCESS

#### Sequence 4.3

#### POLICY TITLE: *AGENDA PLANNING*

---

5. The Board will act to affirm or deny monitoring reports. Additional monitoring and evaluation of Executive Director performance will be on the agenda if the Board, for any reason, chooses to arrange for a direct inspection or third-party monitoring, or otherwise amend its monitoring schedule.
6. The Executive Director evaluation shall be summarized, and remuneration determined annually to be retroactive to January 1 based on a review of monitoring reports (internal, third-party, and/or direct inspection) and Board actions on them during the previous 12 months.
7. The agenda for regular and special Board meetings will provide one or more opportunities for citizen comments or presentations.
  - a) Citizens may comment on park district issues, whether the issue is on the agenda or not;
  - b) If, in the Board's opinion, the number of citizens wishing to comment is too large to allow unrestrained comment, the Board may:
    - i. Place a three-minute limit on the time each individual may speak;
    - ii. Ask for spokespersons to represent the views of a group of people who take the same position;
    - iii. If the issue has been subject to prior public hearing by the Board, the Board may request citizens to restrict their comments to points of the matter that have not been previously presented;
    - iv. Schedule additional time for hearing all public comments.
  - c) Citizens may not disrupt the Board meeting or participate in the discussions of the Board. The Board may require a citizen whose behavior is unruly or disruptive to leave the meeting.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.4

### POLICY TITLE: *PRESIDENT'S ROLE*

---

The President, acting as the Board's Chief Governance Officer, assures the integrity of the Board's processes, and represents the Board to outside parties.

Accordingly:

1. The highest priority of the President is to ensure the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - a) Meeting discussion content will be only those issues which, according to Board policy, belong to the Board to decide or to monitor.
  - b) Deliberation will be fair, open, and thorough, but also timely, orderly, and concisely address the matter at hand.
  - c) Board governance and facilitation will be guided by the principles of Policy Governance and compliant with prevailing statute such as State and Federal Law.
2. The President is authorized to make decisions consistent with Board-Staff Linkage and Governance Process policies, except for a) hiring, firing, or changing the terms of employment of the Executive Director, and b) instances where the Board specifically delegates portions of this authority to others. The President is authorized to use any reasonable interpretation of these policies.
  - i. The President is empowered to chair Board meetings with all the commonly accepted power of that position (e.g., ruling, recognizing.) Robert's Rules of Order may be invoked when questions of order arise.
  - ii. The President has no authority to make independent decisions about policies created by the Board within Priority Results and Management Limitations policy areas. Therefore, the President has no authority to supervise or direct the Executive Director.
  - iii. The President may represent the Board to outside parties in announcing Board-stated positions, and in stating chair decisions and interpretations within the area delegated to her or him. Personal position statements shall not give the appearance of partisan support being given on behalf of the District to any party, cause, or individual. *Cross Reference: Governing Policy 4.1.2 Governing Style and Values*
  - iv. The President may delegate this authority, but remains accountable for its use.
  - v. The President is authorized to approve the Executive Director's expense reports, vacation requests, absence reports, and other administrative matters that do not change the Executive Director's terms of employment. The President will notify the Board of such actions.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.5

### POLICY TITLE: *BOARD MEMBER CODE OF CONDUCT*

---

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly:

1. Members must represent unconflicted loyalty to the interests of the citizens of the District. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staff. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a) There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as provided by the Public Officer Prohibited Activities Act.
  - b) When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that member shall abstain without comment from not only the vote and also the deliberation.
  - c) Board members must not use their positions to obtain employment for their selves, family members, or close associates. Should a Board member choose to apply for employment by the District, he or she must first resign from the Board.
  - d) Members will disclose their involvement with other organizations, vendors, or any associations that might create or be reasonably seen as a conflict, prior to the Board's consideration of any matter pertaining to such parties.
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
  - a) Member interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
  - b) Member interaction with public, press, or other entities must recognize the same limitation and the inability of any Board member to speak for the Executive Director or to speak for the Board except to repeat explicitly stated Board decisions.
  - c) Except for participation in Board deliberation about whether the Executive Director has achieved a reasonable interpretation of Board policies, Board members will not publicly express individual judgments of the performance of employees or the Executive Director.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: GOVERNANCE PROCESS

#### Sequence 4.5

#### POLICY TITLE: *BOARD MEMBER CODE OF CONDUCT*

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- d) A Board member aware of credible information that suggests that a Board policy has been violated, by either the Board or the Executive Director, has an obligation to bring the concern to the Board agenda for monitoring. If a Board member becomes aware of a perceived violation, he or she may determine the credibility of the information by either:
  - i. Making an inquiry about the violation directly with the Executive Director or his/her designee, and if the inquiry results in validating the concern regarding a violation, the Board member may bring the item to the Board's attention through placement on the agenda, or
  - ii. Placing the item on the agenda for Board monitoring.
4. Members will respect the confidentiality appropriate to issues of a sensitive nature. Each member of the Board will support the legitimacy and authority of the final determination of the Board on any particular matter, irrespective of the member's personal position on the issue.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.6      POLICY TITLE: *BOARD MEMBERS' INDIVIDUAL RESPONSIBILITIES*

---

The leadership success of the Board is a direct result of the individual and collective participation of its members.

Therefore, each Board member is expected to participate in the following ways:

1. Attendance: As Board contemplation, deliberation, and decision-making processes that require wholeness, collaboration, and preparation, attendance at Board meetings is required of Board members.
  - a) Provided a quorum (three members) of the Board is physically present, up to two Board members may participate in open or closed Board meetings from a remote location by means other than physical presence if the member is prevented from physically attending, and under the following conditions:
    - i. The physical absence qualifies as permissible by Section 7(a) of the State of Illinois Open Meetings Act, which strictly includes 1) personal illness or disability, 2) employment purposes or the business of the public body, or 3) a family or other emergency;
    - ii. The Board member(s) notify the recording secretary before the meeting, unless advance notice is impractical;
    - ii. A majority of the Board physically present votes to approve the remote participation of the Board member(s) before the Board member(s) may participate;
    - iii. The meeting minutes must record whether the Board members were physically present or present by audio or video conference.
2. Preparation and participation: Board members will prepare for Board and committee meetings, and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills, and expertise to the Board's efforts to fulfill its responsibilities.
3. Members as individuals: The Executive Director is accountable only to the Board as an organization, and not to individual Board members. Accordingly, the relationship between the Executive Director and individual members of the Board, including the Board President, is collegial, not hierarchical.
4. Volunteerism: In view of the Executive Director's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the Executive Director or responsible staff person.
5. Linkage: Individual Board members will represent the Rockford Park District at meetings of community entities as designated by the President or Board Work Plan consistent with Governing Policy 4.2B .
6. Advocacy: Board members attending activities in the community as a representative of the District promote good will toward the organization and its mission.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.7

### POLICY TITLE: *BOARD COMMITTEE PRINCIPLES*

---

Board committees, when used, will be assigned roles to strengthen and support the work of the Board as a whole. Board committees are not to interfere with delegation from the Board to the Executive Director.

Accordingly:

1. Board Committees will comply with the State of Illinois Open Meetings Act, as the statute requires.
2. Board committees are intended to help the Board do its job, never to help, advise, or exercise authority over staff. Committees ordinarily will assist the Board in undertaking activities not delegated to the Executive Director by preparing policy alternatives and implications for Board deliberation, or by performing specific monitoring functions. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority of existing committees are carefully stated in Policy 4.8 Board Committee Structure so as not to conflict with authority delegated to the Executive Director.
4. The Executive Director works for the full Board, and therefore will not be expected to obtain approval of a Board committee before an executive action.
5. Board committees will be used sparingly and ordinarily in an ad hoc capacity.
6. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless of whether the group includes Board members. This policy does not apply to committees formed under the authority of the Executive Director.



# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### **Sequence 4.8**

### **POLICY TITLE: *BOARD COMMITTEE STRUCTURE***

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A committee is a Board committee only if its existence and charge come from the Board regardless of whether Board members sit on the committee. The only Board committees are those that are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. The Executive Director will serve as a non-voting member of each committee.

Existing Board Committees: None as of 10/10/2017

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.9

### POLICY TITLE: *NOMINATION AND ELECTION OF OFFICERS*

---

Annually, the Board shall elect members to the offices of President, Vice President, and Secretary of the Board of Commissioners.

Accordingly:

1. The term of office shall be for one year.
2. Commissioners who have served at least one complete year are eligible for the offices of President and Vice President.
3. Unless the Board adopts a different timeline, the nomination and election of officers shall occur as the final order of business at the annual organizational meeting, which is generally the first meeting in May.
  - a) In those years in which there is a Commissioner election, the nomination and election may not occur until the recently elected Commissioners have been installed.
  - b) Commissioners who are interested in serving in a particular office may self-nominate by stating their interest and qualifications.
4. The election procedure shall be as follows:
  - a) Nomination and election of officers are made from the floor and recorded by the Recording Secretary.
  - b) The floor is opened by the Chairperson (typically the current President) for nominations for the office of President. Nominations are made by members of the Board. The floor is closed for nominations. The slate of candidates for the office of President is announced by the Chairperson. A roll call vote is taken. The outcome is announced by the Chairperson.
  - c) Nomination and election for the office of Vice President follows the same sequence, immediately following the election of President.
  - d) Nomination and election of the office of Secretary follows the same sequence, immediately following the election of Vice-President.
5. As a part of 4.2B Board Work Plan, the Board may also appoint members to serve as liaisons to external Boards and committees and represent the Board on internal committees and task forces as required.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.10 POLICY TITLE: *EXECUTIVE DIRECTOR TERMS OF EMPLOYMENT, SUCCESSION, AND SELECTION*

---

The Board is responsible for setting the terms and conditions of employment of the Executive Director, annually determining his/her compensation, and his/her succession and selection.

Accordingly, the Board shall:

1. Set the terms and conditions of employment of the Executive Director;
  - a) The Board of Commissioners and the Executive Director may enter into an employment contract; however, such a contract is not required. An employment contract, when utilized, will determine the terms and conditions of employment for the Executive Director.
  - b) Absent an employment contract with the Executive Director, or any other written documents detailing additional compensation and benefits agreed upon between the Executive Director and the Board of Commissioners, the Executive Director is to comply with the employment terms and conditions detailed in the most recent copy of the Rockford Park District Employee Handbook.
  - c) The Executive Director is required to have his/her principal residence within the geographic boundaries of the Rockford Park District within nine months of the date of employment.
2. Assign the annual compensation of the Executive Director:
  - a) The information needed to help the Board determine the terms of employment will be requested at a Board meeting the month preceding the Executive Director performance review scheduled in policy 3.4 Monitoring Executive Director Performance.
    - . The requested information may include but not be limited to any or all of the following:
      - Information on salaries and benefits for Rockford area executive directors/chief executive officers of public bodies;
      - Salary and benefits history of former executive directors;
      - Salary range for the position of Executive Director within the District's compensation program;
      - Information gathered by a committee or consultant appointed by the Board;
      - Information on current salary increases for District employees; and
      - Salaries of chief executive officers of similarly sized park districts in Illinois.
  - b) The discussion regarding terms of employment will be held in a closed session.
  - c) Discussion on a change in salary should include the following factors for the year in review:
    - Merit (the ability of the Executive Director to meet the District's Priority Results while staying within the Board's Management Limitations);
    - Inflation; and
    - The salary increase pool for District employees.

## POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

### POLICY TYPE: GOVERNANCE PROCESS

#### Sequence 4.10

#### POLICY TITLE: *EXECUTIVE DIRECTOR TERMS OF EMPLOYMENT, SUCCESSION, AND SELECTION*

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- d) Discussion on a change in benefits should include the following:
    - The rationale for the change;
    - The cost/value of the change;
    - The effect of that change on other District personnel; and
    - A comparison of benefits standards for like positions.
  - e) When the compensation has been determined, the Board, at their next regularly scheduled meeting, will in open session vote on the terms of employment.
3. The Board is responsible for ensuring a smooth succession, when necessary, for the position of Executive Director. In the event that the Board determines that the need exists for a successor to the then-present Executive Director, the Board shall:
- a) Appoint an interim Executive Director to serve until a successor is appointed by the Board. The interim Executive Director will be selected from the list of those most capable from current management personnel, as judged by the Board;
  - b) Analyze the overall, current, and future needs of the District as a means to determine the leadership qualities and skills needed in a new Executive Director;
  - c) Consider whether the needed leadership qualities and skills are available within the current management staff, or if the Board will pursue external candidates, or open the search to both internal and external candidates on a regional or national level;
  - d) Prepare a complete position profile, including desired qualifications, education, experience level, proposed compensation and benefits, and conditions of employment;
  - e) Consider whether or not the Board of Commissioners will serve as the search and selection committee, or expand it to include other professionals and citizens representing the diversity of the Rockford Park District. If a search committee is established, the Commissioners will define, in a written charter, the committee's role, scope of responsibilities, its timeline, and its budget;
  - f) Consider all information developed during the search process before making the final selection of the new Executive Director.

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

Sequence 4.11

POLICY TITLE: ***NAMING OF PARKS AND FACILITIES***

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The Board of Commissioners has the final legal authority and responsibility for naming and changing the names of parks, buildings, facilities, structures, or roadways within the District. The Board will exercise this authority using the following policy.

1. Any Board member, citizen, or group of citizens may submit a proposed name for a park, building, facility, structure, or roadway owned by the Rockford Park District at any time. Such proposals will be in written form setting forth the proposed name and the justification for the proposal. The proposal will be submitted to the Board President or to the Executive Director. The Board of Commissioners will act on the proposal no less than two months in advance of the date of dedication.
2. The following criteria will be considered when selecting a name:
  - a) Any person, living or deceased, who has made a significant contribution in support of the mission of the Rockford Park District, the state or national park system, conservation of natural resources, or the recreation profession, may be honored with a naming opportunity. Current, retired, and deceased employees are also eligible for park or facility naming within the same criteria as other citizens. Accomplishments completed within the employee's job responsibilities are not eligible in the consideration (as employees are compensated to perform their job responsibilities in an excellent manner).
  - b) Naming opportunities will not be given to any public official currently holding office; however, past public officials are eligible.
  - c) Any organization that has contributed significantly to improving the quality of life for the citizens of the Rockford Park District, the state or national park system, conservation of natural resources, or the recreation profession may be honored with a naming opportunity.
  - d) The proposed name for any park, building, facility, structure, or roadway must be approved by the person whose name is proposed, or, if the person is deceased, the person's remaining immediate family members.
  - e) A park or recreation facility or program may be named in recognition of a donation or sponsorship with Board approval.
  - f) Donations:
    - May be accepted from donors, patrons, and philanthropic groups, including by employees acting as donors
    - Are charitable in nature, done for the good of (or to better) the community, are an act of benevolence, or are humanitarian in nature.
    - Support a cause without commercial incentive.
    - May be in the form of cash, securities, multi-year pledge, real property, endowment, in-kind goods and services, or other items of value as defined by the District.
    - Irrevocable planned gifts may be accepted at the discretion of the District.
    - A monetary gift that constitutes no less than 50% of the current market value of a District asset may, with Board approval, be named by the donor or in recognition of the donor. Such naming will remain in effect for the life of the asset or per the agreement between the donor and the District. (Larger projects may require less than 50%.)

# POLICY OF THE ROCKFORD PARK DISTRICT BOARD OF COMMISSIONERS

## POLICY TYPE: GOVERNANCE PROCESS

### Sequence 4.11

### POLICY TITLE: *NAMING OF PARKS AND FACILITIES*

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- g) A sponsorship(s):
- May be obtained for District programs, facilities, and titling or naming opportunities
  - Is undertaken for the purpose of achieving commercial objectives, including promotion of a company in association with the District.
  - Involves cash and/or an in-kind fee that is paid to the District in return for access to the commercial advertisement opportunities associated with the District's properties and programs.
  - Include mutually agreed upon strategy(ies) to meet the sponsor company's desire and expectation for a measurable return on its investment.
  - Fees paid out of marketing expenses and based upon the market value as recommended by a qualified source.
  - Is considered temporary when titled or named.
- h) Guidelines for approving a sponsorship opportunity:
- District staff shall prepare a sponsorship contract for review by the Board prior to final Board approval and execution
  - In the case of naming a facility or a portion of a building, the sponsor shall provide the District with at least the last three years of annual reports and financial statements to determine the sponsor's financial strength.
  - The term of the naming opportunity life cycle shall be negotiated on a case-by-case basis, based on the lifespan of the facility, asset, or program, and financial commitment of the sponsor.
  - Location and design of signage must be approved and made a part of the sponsorship agreement.
  - Sponsor shall make known any provisions that may be a conflict of interest for the sponsor.
- i) Other elements or features of the commemorated and sponsored assets may be named at the discretion of the Board.
- j) All signage associated with the named assets will be at the discretion of the District.
- k) The naming of any asset will be removed by the Board of Commissioners if it is determined to reflect negatively on or harm the Rockford Park District, in which case funding secured for naming will not be returned.
- l) In renaming an existing park or facility, the District may use the designated donation elsewhere.
- m) Ineligible names are those names that would duplicate the name of another park, building, facility, structure, or roadway within the District, names that endorse or advocate religion or specific religious beliefs, have obscene connotations, demean, or attempt to intimidate any group based on the group's race, ethnicity, age, gender, disability, or sexual orientation.
- n) If a naming is approved by the Board, the staff will take appropriate action in keeping with the desires of those making the proposal, the person or organization being recognized, and in keeping with District guidelines.
3. Exceptions to this policy may be approved by the Board upon finding new or extraordinary circumstances that, in the judgment of the Board, warrant such action. Any exception shall be approved by the Board.