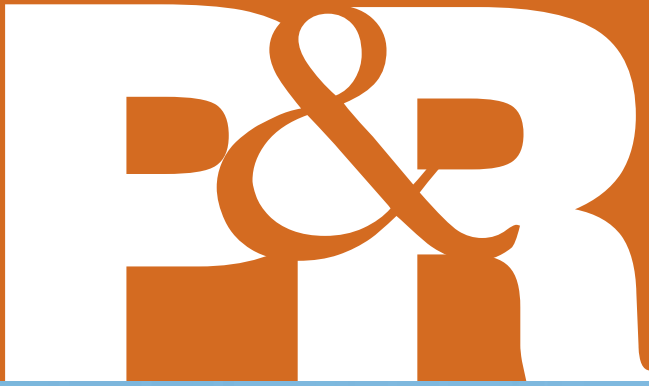


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PARKS AND RECREATION

The magazine of the Illinois Association of Park Districts and the Illinois Park and Recreation Association



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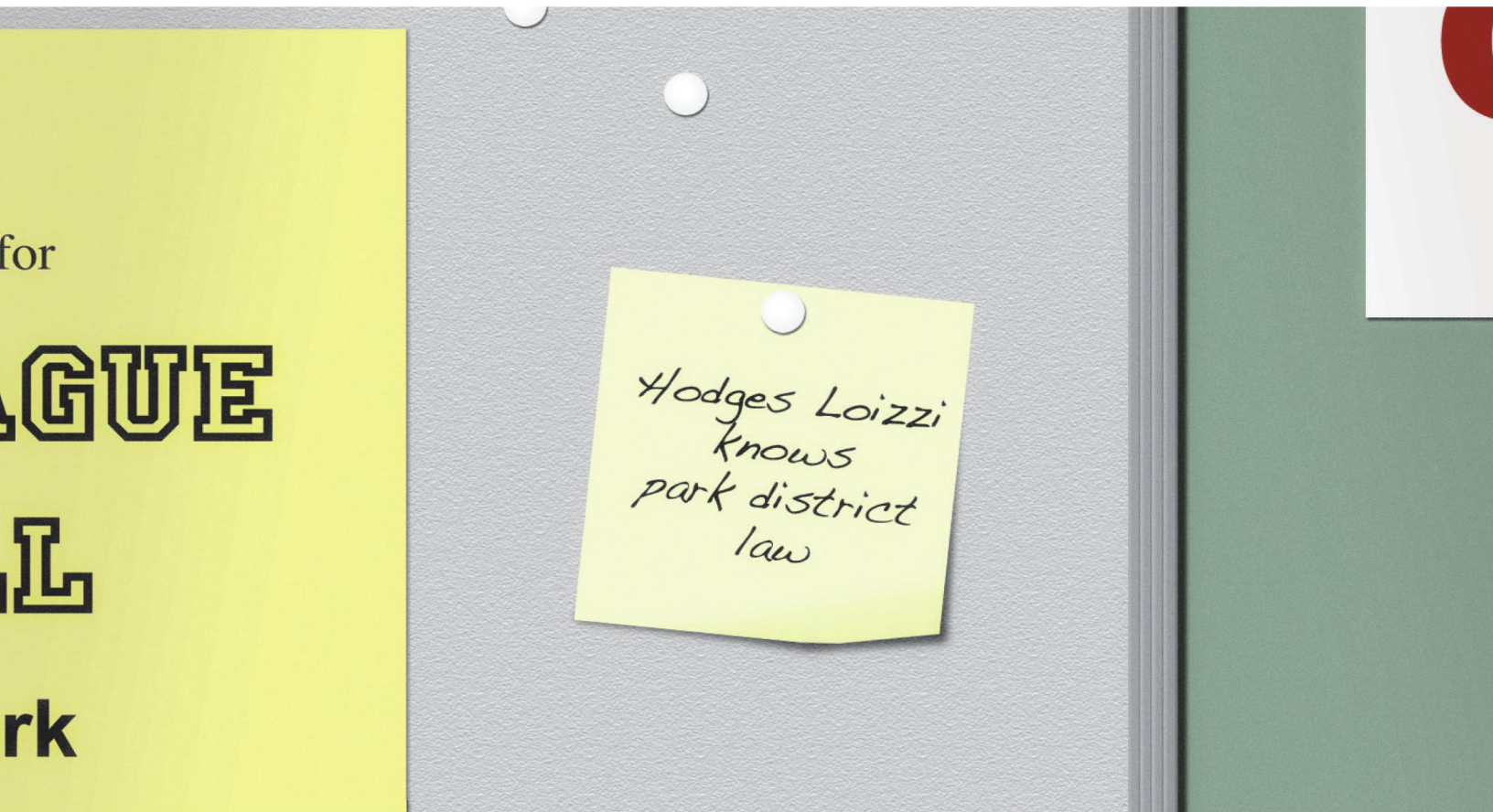
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Peter M. Murphy
IAPD President and CEO

The Board Manual: A Board Member's Basic Tool

A well-developed operations manual is essential for the smooth and effective operation of the board and can provide an excellent basis for an orientation program. A good manual delineates and clarifies the working requirements, relationships, and responsibilities of the executive, professional staff, and the board. It also provides documentation supporting board decisions, especially in policy matters.

In addition to serving as a foundation for board member orientation, the manual is an excellent tool for showing citizens the sound, business-like, and professional manner in which their agency is being operated. A manual provides the board, the staff, and the citizens of the community with a clear picture of the agency.

The manual's format and composition should be carefully planned through the cooperative efforts of an appointed committee and the executive. It should be a loose-leaf manual, contained in a three-ring binder, for easy revision. The manual should appear professional and include the agency logo and mission statement. When the board revises any part of the manual, the executive should provide board members with the revisions for insertion or replacement.

An up-to-date manual is crucial for effective boardmanship. Put a system in place to make sure that board members are maintaining their manuals properly. You may want to have the executive or a member of the staff review each member's book semi-annually to ensure that new or replacement leaflets are properly inserted. Keep additional pre-punched copies of each leaflet in the executive's office so they're readily available for anyone who needs them.

The board should review the manual annually. They can use this opportunity to determine whether anything needs to be added or deleted. This annual review also reminds members of their important duties and helps keep them focused throughout the year.

You can use the following outline as an example for the manual's general format.

- 1) Preface.
 - a) Suggestions for using the manual as a ready reference.
 - b) Summary of sections.
- 2) Introduction.
 - a) Historic context of recreation, conservation, and parks in Illinois. Description of the agency and its history, by-laws, mission, vision statement, goals, and strategies or long-range plans.
 - b) General history of the board — general purpose and function, as well as key people and public officials involved in the evolution of the agency.
- 3) Legislative authority, including a copy of the board's authority and highlights of the board's duties and functions.

- 4) Board composition and function.
 - a) A list of board members with residence and business addresses, telephone numbers, email addresses, and tenure on the board.
 - b) Policies approved by the board.
 - c) An annual schedule of meetings, events, and work plans for the board.
 - d) A code of behavior that outlines proper conduct at meetings and the way in which board members will relate to one another and to the executive.
- 5) Committees.
 - a) A list of standing and/or special project committees or task forces, noting functions and members.
 - b) Special committee reports on specific projects.
 - c) Methods for submitting committee reports in writing before board meetings.
- 6) Descriptions of the community or population boundaries and the people served.
- 7) Map and listing of agency areas and facilities.
- 8) Organizational structure, including a copy of the agency's organizational chart.
- 9) Policies, including those relating to facilities, fees and charges, and personnel.
- 10) Finance.
 - a) A copy of the current budget.
 - b) Charts showing the relationships of the park, recreation, and conservation functions with the total budget.
- 11) Minutes, including copies of meeting agendas attached to minutes from board meetings for the past two years (*Note: minutes of all meetings from the board's inception should be retained in the central office.*)
- 12) Projects.
 - a) Capital development.
 - b) Status and final reports on special projects.
- 13) Reports.
 - a) Executive's monthly reports.
 - b) Special reports.
- 14) Intergovernmental relationships and contracts.
 - a) Board-school and municipal agreements.
 - b) Explanation of agency's relationship with state, national, and key community organizations.

The board governance manual also is helpful in explaining such things as preparing for board meetings in advance. This section should request that board members give the administrator advance notice when they plan to ask questions about agenda items instead of trying to stump the director at the meetings.

The manual should also outline the process for communication with the executive. Board members should agree to report community and staff concerns to the executive and the manual should outline how they would go about this; and the procedure for citizens to air their concerns.

Remember that board manuals strengthen board relationships. It reminds a board that they should relate to one another in a polite, professional manner and helps board members to prepare for meetings. The manual gives members a process for putting items on the agenda and it helps to clarify board member roles.

How Not To Be An Effective Board Member

If you're looking for ways to alienate yourself from your fellow board members and the executive, here are a few suggestions that will probably guarantee success.

- Talk too much and listen too little.
- Criticize a board decision that was voted on and passed by the majority of the board, but that you did not specifically support.
- Demonstrate to fellow board members that you have all the answers for every issue.
- Refuse to change your mind on any issue regardless of the evidence that is presented.
- Fail to read board packets and prepare for board meetings.
- Divulge information from an executive board meeting.
- Refuse to compromise when decisions have stalemated.
- Ridicule past board members and the decisions made by the board before you became a member.
- Try to give instructions to the executive as an individual board member.
- Hold grudges against fellow board members who don't agree with you.
- Try to dominate the conversation at every board meeting.
- Resent the salary of the executive because it is more than you make, or more than your spouse makes.
- Arrive late at board meetings and leave early.
- Remind fellow board members "It's always been done this way in the past."
- Appear at the agency giving orders to employees.
- Want the agency to be a haven for hiring friends and the politically deserving.
- Constantly criticize and question board policies and executive decisions, and compulsively dissent on almost every issue.
- Do not try to know or understand other people who serve on the board with you.
- Have no interest in being educated on good boardmanship.

A Good Summer Read

As board members, a summer read should involve something to refine your boardmanship skills or enhance your ability to look at your agency in a new light. A few suggestions follow.

- *The Will to Govern Well: Knowledge, Trust & Nimbleness, 2nd Edition*, by Glenn H. Tecker, Paul D. Meyer, Bud Crouch, and Leigh Wintz, CAE
- *A Complaint Is a Gift*, by Janelle Barlow and Claus Moller
- *Outliers: The Story of Success*, by Malcolm Gladwell
- *Who Moved My Cheese?* By Spencer Johnson

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2011 IAPD CALENDAR OF EVENTS

Aug 20
Park District
Conservation Day
State Fairgrounds,
Springfield

Aug 30
**Summer Golf Tour
Event #3**
Orchard Valley Golf
Course
Fox Valley Park District

Sept 20
**Summer Golf Tour
Event #4**
Bridges of Poplar Creek
Country Club
Wheeling Park District

Oct 14
Awards Gala
Traditions at Chevy Chase
Country Club
Wheeling Park District

Oct 27
Legal Symposium
Hamburger University
Oak Brook

Nov 1-4
**NRPA Congress &
Exposition**
Atlanta, Georgia

Jan 26-28/12
IAPD/IPRA Conference
Hyatt Regency Chicago

For the most up-to-date Calendar of Events and information for registration please visit the IAPD website at www.ILparks.org.



Jan R. Arnold
Executive Director, IPRA

Your Vital New Role in the Community

During Parks and Recreation Month, it is time for us to reflect back on our accomplishments in each of our districts and agencies. But our accomplishments are more than the state-of-the-art facilities we have built or the new programs we are providing. Our accomplishments are reflected in our ability to strengthen and support the communities in which we are located. For as parks and recreation professionals, are most important role is that of community leaders.

Traditionally, parks have been seen as physical places that provide open space, recreation facilities and programming. While these are vital services that parks provide, parks do so much more. Parks increase property values of residents by providing access to green space and safe, communal areas. Parks provide opportunities for youth, not just in the form of physical exercise, but also through access to personal connections, work opportunities, and community supports. Parks provide support to older adults through community connections and engagement as well as quality programming. These examples of the broader role of parks demonstrate how parks and recreation build *stronger communities*.

Whether its bringing people together to design and build a playground, or planting a community garden, parks create a sense of place by connecting residents to each other and to a greater goal. An evaluation of urban park programs by the Urban Institute on behalf of the Wallace Foundation's Urban Parks Initiative identified the broader role parks played in a community and their vital purpose for residents:

"Parks help build and strengthen ties among community residents by bringing people together, including those who are otherwise divided by race or class, and by helping them work together on common projects. These ties – often labeled 'social capital' – represent subtle but important assets for a community."

This social capital created by parks helps strengthen the fabric of a community, which results in additional benefits for the community, such as lower crime rates, higher property values, increased community engagement, and increased quality of life, regardless of whether residents are actually active consumers of parks and recreation or not. An excellent example of a public park bringing individuals together of all ethnic backgrounds and economic levels is Millennium Park's Crown

Fountain in Chicago. The images of people's faces projected on the fountain reflect men and women; young and old; African-American, Latino, Caucasian, and Native American; rich and poor. The wading pool surrounding the fountain creates a physical space where children can play and adults can interact, regardless of their background or the language they speak. The result is an intermingling of all the different communities in the City of Chicago and beyond.

The opportunities for community engagement that parks provide strengthen the surrounding community. Mark Francis, Professor Emeritus at University of California Davis and former Director of the Center for Design Research, recognized the benefits of this community engagement:

Parks provide opportunities for youth, not just in the form of physical exercise, but also through access to personal connections, work opportunities, and community supports.



"Community engagement is an essential ingredient of making successful urban open space. Parks support community engagement by providing residents with a venue for participation in and attachment in their communities. They also provide a sense of place and offer essential life-enhancing quality that aid community and individual well-being."

Individual community members grow personally from this engagement. They gain leadership skills that help them personally, but also help the community in which they live. These skills build a foundation of strength within the community which helps build future projects, initiatives and vision for growth. These engaged individuals grow stronger ties with the parks and recreation system. The result is a strong and diverse constituency that can support and sustain your park system.

"When parks and recreation professionals become true partners in community building, others in the community are more likely to help make the case for additional private and public funding for parks."

Parks and recreational professionals play an integral role in this expanded view of parks. We have always had to play multiple roles in our jobs: manager, entertainer, communicator, coach, to name a few. Now our professional role is expanded to community leader, as well. Community leadership is not a traditional top-down leadership, but one that involves an individual using all of the tools at their disposal to engage communities in charting their own path. Community leadership promotes a partnership of shared commitment to promote a shared vision. This is not easy—it means bringing together diverse constituencies of young and old, families and singles, business leaders, not-for-profit partners, and government entities. But your leadership is essential for its success. And the results are not only better for your community, they are better for your bottom line: “When parks and recreation professionals become true partners in community building, others in the community are more likely to help make the case for additional private and public funding for parks.” Your leadership will open up opportunities to partner with other government entities and not-for-profit organizations, which will stretch the effectiveness of the public dollar and provide greater impact for the tax payer.

Under this new vision for parks and recreation, you are first a community leader and second a parks and recreation professional. If you keep this idea top of mind, you will be able to build strong partnerships and alliances with other community groups. The resulting connections will allow you to not only improve services to your residents, but also build a strong foundation for you and your agency’s future growth.

The 2011 IPRA Professional Development Series

CERTIFIED PARK AND RECREATION PROFESSIONAL (CPRP) EXAM PREPARATION COURSE
Presented by Mike Selep, IPRA Professional Services Director
August 18 at the Moline Park District
October 14 at the Collinsville Area Recreation Department
December 8 at the Buffalo Grove Park District

SUPERVISOR SYMPOSIUM:
Branching Towards Excellence Supervisor Symposium provides young professionals the skills they need today to become tomorrow’s leaders in the field of parks and recreation!
September 27-28 at the Bartlett Park District
Early Registration Deadline: August 30 (After August 30, fees increase \$20 in each category.)

TR LEADERSHIP SUMMIT
Don’t miss nine sessions and a keynote session to address the needs of ALL levels of TR staff!
September 1 at the Wheaton Park District
Early Registration Deadline: August 5

PROFESSIONAL DEVELOPMENT SCHOOL:
The Pirate’s Map to Discovering Buried Treasures!
Don’t miss our keynote speaker... Doug Dvorak!
November 13-16 at the Decatur Conference Center and Hotel
Early Registration Deadline: September 2 (After September 2, all fees increase.)



2011 IPRA CALENDAR OF EVENTS

- | | |
|---|--|
| <p>August 4, 2011
10:00 AM
WEBINAR: A Park District’s Guide to Environmental and Storm Water Regulations</p> | <p>August 18, 2011
11:00 AM
Ethnic Minority Section Meeting</p> |
| <p>August 11, 2011
10:00 AM
CPRP Exam Preparation Course</p> | <p>August 19, 2011
9:30 AM
Facility Management Section Leadership Conference Call</p> |
| <p>August 11, 2011
10:00 AM
WEBINAR: Effective Team Based Approaches</p> | <p>August 20, 2011
Park District Conservation Day at the State Fair</p> |
| <p>August 11 & 12
2011
IPRA Teen Lock In</p> | <p>September 7, 2011
1:00 PM
IPRA Environmental Committee Meeting</p> |
| <p>August 12, 2011
10:30 AM
Administrative and Finance Section Meeting</p> | <p>September 8, 2011
10:00 AM
WEBINAR: Leading a Culture of Service Excellence</p> |
| <p>August 13, 2011
1:00 PM
Recreation Section Early Childhood Committee Meeting</p> | |

For the most up-to-date Calendar of Events please visit the IPRA website at www.ILipra.org.



Jason Anselment
Legal/Legislative Counsel

Spring Legislative Session Illustrates Value of IAPD's Advocacy Services

As those who closely follow activities at the Capitol know, the IAPD confronted a number of major legislative issues during the General Assembly's 2011 Spring Session.

The New Year began with our key platform proposal to restore the FOIA exemption to protect the personal information of children who participate in member agency programs and our opposition to proposals that would diminish or impair public employee pension benefits. By February, we were compelled to focus attention on unfunded mandates that would have expanded liability for member agencies and in March came proposals to consolidate or eliminate units of local government, including park districts. By April our concentration quickly turned to the announcement that the FY11 OSLAD grants may not be awarded. Amid all these key issues, we reviewed over 6,000 pieces of new legislation, monitored nearly 1,000 bills and actively supported and opposed numerous other proposals affecting IAPD member agencies.

While the session did not conclude with all good news, e.g., changes imposing new requirements on IMRF employers were pushed through both chambers of the General Assembly on the final day of session, IAPD's efforts led to some significant victories that will save members thousands in newspaper publication costs, avoid millions in increased exposure to liability and insurance premiums, and provide relief from a few of the Freedom of Information Act's onerous requirements.

OSLAD Awarded!

IAPD members who attended the Legislative Conference in early May are well aware that conventional wisdom in Springfield suggested that the FY11 OSLAD grants would not be awarded because of the State's cash flow problems. In fact, we were often told this spring that our advocacy efforts related to OSLAD were a waste of time. Against these odds, the IAPD, its members, and our friends in the General Assembly once again proved that OSLAD's history of creating jobs, stimulating the economy, and improving the quality of life in communities throughout Illinois demanded the award of this year's grants.

Ultimately, our hard work made the difference as the OSLAD grants were announced in the closing days of the legislative session. There is perhaps no better example of the impact grassroots advocacy can have in Springfield.

Members to Save Thousands in Newspaper Publication Costs

Throughout the spring, the IAPD participated in weekly meetings with a coalition representing other units of local government and the Illinois Press Association to discuss legislation aimed at reducing newspaper publication costs.

As a result of those negotiations, **SB 1686 (P.A. 97-0146) (Koehler, D. / Mautino, F.)** guarantees that when publishing required legal notices, units of local government will receive the lowest rate offered to commercial customers. Most local governments should experience savings as the commercial rate is often much lower than the legal rate due to the volume of advertisements.

More significant to IAPD member agencies is the elimination of their most costly newspaper publication – the annual Statement of Receipts and Disbursements or Treasurer's Report. Beginning next year park districts, forest preserves and conservation districts will have the option to publish a "Notice of Availability" of their annual audit instead of the Treasurer's Report. Currently, the entire audit must be published if the Treasurer's Report is not. However, the Notice of Availability will need only contain the time period covered by the audit, the name of the firm conducting the audit and the address and business hours of the location where the audit report may be publicly inspected.

This notice will be substantially shorter than both the Treasurer's Report and the audit and will save IAPD members thousands of dollars each year. These substantial savings would not have been included in the bill without the IAPD's advocacy efforts.

FOIA Exemption for Personal Information about Children Restored

Of all the bills introduced to add exemptions to the Freedom of Information Act, **HB 3343 (Biss, D. / Schoenberg, J.)**, was one of only three exemptions to pass both chambers. This legislation will restore the exemption to FOIA for the names, addresses and other personal information of minors who are participants in the programs of our member agencies.

HB 3343 was a key IAPD platform initiative and will remove the expense and anxiety associated with the current process for keeping this sensitive information out of the hands of sexual predators and others who wish to harm children.

Unfunded Mandates and Expanded Liability Avoided

Passing favorable legislation is only part of IAPD's legislative advocacy services. Hundreds of bills are introduced each year that would negatively impact local governments and their elected officials by exposing them to increased liability and imposing costly regulations. The IAPD spends countless hours fighting these measures and working to lessen their impact or defeat them. This session was no different.

For example, as introduced **HB 1130 (Sente, C. / Link, T.)** would have required park districts and other organizations that own movable soccer goals to follow specific guidelines for anchoring, securing, and counter-weighting them. It also would have imposed strict liability and penalties for failing to do so.

As a result of our efforts, these provisions were removed and instead park districts will continue their proud history of promoting safety by adopting soccer goal and education policies without expanding their liability. The IAPD is working with member agencies and their insurers to develop a model policy to help comply with the new requirements of this legislation.

Similarly, **HB 200 (Cross, T. / Raoul, K.)** as originally contemplated along with **SB 150 (Raoul, K. / Cross, T.)** would have required all park districts that operate or sponsor athletic programs or extracurricular activities to develop and disseminate guidelines and policies to inform and educate coaches and athletes and their parents or guardians on the

nature and risk of concussions. Park districts would also have been required to develop criteria for removal from and return to play and to ensure the identification and proper handling of suspected concussions in athletes, which would have exposed park districts to increased liability.

The IAPD spent many hours working to reduce or remove the burden of this legislation on park districts. As a result of our efforts in educating legislators and interested parties on the differences between the athletic programs school districts operate and those that happen to occur on park district property, the amended version of the bill that passed both chambers “authorizes and encourages” park districts to disseminate information regarding concussions but does not expand exposure to liability. Information on this issue has been posted on the IAPD website so that park districts can help in the efforts to educate coaches, athletes, and parents.

These are just two examples of legislation that would have significantly increased the costs of providing park and recreation services without IAPD's involvement. We actively opposed numerous other bills that, fortunately, did not gain sufficient support to pass the legislature.

Burdensome FOIA Restrictions Eased

The IAPD was also at the Capitol in the final days of session to support an amendment to **HB 1716 (Currie, B. / Harmon, D.)** that was proposed on a Sunday, moved out of committee on Memorial Day and passed the General Assembly in the final hours just before adjournment. If signed by the Governor, the bill will provide the following relief to members agencies:

- Authorize a public body to charge a records requester for the actual cost of retrieving and transporting public records from an off-site storage facility when those records are maintained by a third-party storage company that is under contract with that public body.
- Establish procedures that public bodies can use to allow additional time to respond to requests from recurrent requesters who submit (i) a minimum of 50 requests for records in a 12-month period, (ii) a minimum of 15 requests for records within a 30-day period, or (iii) a minimum of 7 requests for records within a 7-day period.
- Authorize the public body to charge a \$10 fee for each hour spent by personnel in searching for and retrieving records in response to commercial requests after the first 8 hours.
- Eliminate the requirement to seek pre-approval from the Public Access Counselor before denying a request based on the unwarranted invasion of personal privacy exemption and the deliberative process exemption.

Local Government Consolidation

Another example of the impact grassroots advocacy has on the legislative process was the role IAPD member agencies played in defeating **SB 173 (Link, T.)**, which threatened the very existence of park districts, conservation districts and forest preserves. It was fitting that the measure failed on the Senate floor while so many IAPD members were in Springfield during Parks Day at the Capitol.

Your efforts are still required, however, as this issue is likely to confront us for the foreseeable future. In fact, **HB 268 (Franks, J. / Raoul, K.)**, passed both chambers and is headed to the Governor. As we have reported, **HB 268** is less objectionable than **SB 173** because it establishes a commission that will survey the structure of local governments and study their inter-relationships to each other and to federal and state government as opposed to unilaterally abolishing them. However, the commission will be making recommendations relating to consolidation.

The IAPD is working with the Joint Legislative Committee to develop a message and strategy to remind legislators and taxpayers that Illinois is the nation's leader in parks and recreation because park districts provide a time tested model that works and that no other unit of government is better equipped to provide these services.

Session Demonstrates Why Your Involvement Is Key

Not only did the General Assembly's 2011 Spring Session help illustrate the value of IAPD's legislative services, it also demonstrated why grassroots advocacy matters. You played a key role in these legislative victories. For our success to continue, we need all IAPD members to stay actively involved in the legislative process. As the past few months proved, what happens in Springfield affects your agency and our advocacy efforts do make a difference!

CPI Rate for 2011 Extensions is 1.5%

The IAPD has received many inquiries regarding what Consumer Price Index (CPI) “cost of living” or inflation percentage to use in computing the 2011 extensions (taxes payable in 2012) under PTELL.

Section 18-185 of the Property Tax Code defines CPI as “the Consumer Price Index for All Urban Consumers for all items published by the United States Department of Labor.” This index is sometimes referred to as CPI-U. Section 18-185 defines “extension limitation” as “the lesser of 5% or the percentage increase in the Consumer Price Index during the *12-month calendar year preceding the levy year*”(emphasis added).

For 2011 extensions (taxes payable in 2012), the CPI to be used for computing the extension limitation is 1.5%. The CPI is measured from December 2009 to December 2010. The U.S. City Average CPI for December 2009 was 215.949 and 219.179 for December 2010. The CPI change is calculated by subtracting the 2009 CPI of 215.949 from the 2010 CPI of 219.179. That amount, 3.23, is then divided by the 2009 CPI of 215.949, which results in 1.49%, which is rounded up to a 1.5% CPI.

Information on PTELL may be accessed through the Illinois Department of Revenue's Web site at www.tax.illinois.gov under the category of “Property Tax,” then look for the “Property Tax Extension Limitation Law (PTELL)” option.

Illinois Department of Revenue History of CPIs Used for the PTELL

Year	December CPI U	% Change From Previous December	% Use for PTELL	Levy Year	Year Taxes Paid
1989	126.1	--	--	--	--
1990	133.8	6.1	5.0 (5% Max)	1991	1992
1991	137.9	3.1	3.1	1992	1993
1992	141.9	2.9	2.9	1993	1994
1993	145.8	2.7	2.7 (5% for Cook)	1994	1995
1994	149.7	2.7	2.7	1995	1996
1995	153.5	2.5	2.5	1996	1997
1996	158.6	3.3	3.3	1997	1998
1997	161.3	1.7	1.7	1998	1999
1998	163.9	1.6	1.6	1999	2000
1999	168.3	2.7	2.7	2000	2001
2000	174.0	3.4	3.4	2001	2002
2001	176.7	1.6	1.6	2002	2003
2002	180.9	2.4	2.4	2003	2004
2003	184.3	1.9	1.9	2004	2005
2004	190.3	3.3	3.3	2005	2006
2005	196.8	3.4	3.4	2006	2007
2006	201.8	2.5	2.5	2007	2008
2007	210.036	4.08	4.1	2008	2009
2008	210.228	0.1	0.1	2009	2010
2009	215.949	2.7	2.7	2010	2011
2010	219.179	1.5	1.5	2011	2012





nurturing relationships evolves into community collaboration

how a landlocked urban park district continues to grow

By Terry G. Schwartz, Tom Gullen, Robert Smith, Lee A. Volpe and Mary Chervenky

Legislation to permit the formation of park districts outside of Chicago was enacted in 1895. The Winnetka Park District organized early, with its first official meeting on February 4, 1904. The Winnetka Park District's long history, offers great opportunities for pause and reflection about a rich history. In many ways we are very similar to the more than 320 park districts throughout Illinois. We provide a balance of quality recreation and leisure opportunities, while protecting assets, natural resources and open space for the benefit of present and future generations. This mission may change from agency to agency, but core elements, such as "recreation" and "open space" undoubtedly appear in the majority. Moving past the similarities, each organization has a particular "uniqueness", something they are known for, what sets them apart.

The uniqueness factor of the Winnetka Park District is centered on community cooperation and collaboration. When there is a cause, a problem or a challenge in this community it tends to be one that everyone wants to champion. Our status as a small, land-locked community, with several sports-centered facilities is due to the contributions of generous residents, user groups and local government cooperation.

Many journeys have been embarked during our long history that has led to the acquisition of several recreation-based facilities including the Winnetka Golf Club, the A.C. Nielsen Tennis Center and the Winnetka Ice Arena. Each facility has its own unique story about community collaboration and generosity, but the tale we share today involves bringing a traditional east coast sport to the mid-west.

Platform Tennis Comes to Winnetka

In the late 1970's, a group of Winnetka residents had a vision. Most of them came to Winnetka from the east coast, where they spent their winters playing platform, or paddle, tennis. In the simplest of terms, platform tennis combines tennis and racquetball, but is played outdoors on a treated aluminum deck in the winter. Their dream was to bring this sport to a public facility (until this time only private country clubs had facilities in the Chicago area).

The group arranged a partnership with the Winnetka Park District. The group called the Winnetka Platform Tennis Club (WPTC) lobbied for permission to build two courts at their expense on Park District property. Soon the two court facility was not enough and two more courts were added, again at the WPTC's expense. It also became apparent that the WPTC could not devote the energy needed to operate the courts on a daily basis; there were maintenance needs,

area. Another 150 take Park District sponsored group lessons for men, women, couples, and juniors as young as seven. The "Winnetka Model" has also helped other communities such as Hinsdale, River Forest, and Glen Ellyn add platform facilities, while several others are considering it. Adds Tom Gullen, the Park District's Superintendent of Facilities, "I know that if we really need something to enhance the facility, the WPTC will help us regardless of the request. I think it's a great example of a public agency and an affiliate organization working together to create more opportunities for the people we serve."

Nurturing Relationships: Trust, Follow Through, Developing New Relationships

The Winnetka Park District Board of Commissioners and professional staff understand that these relationships (and there are many) require time to nurture. Park and recreation organizations are many times and without the fault of others, relegated to a secondary status with our government contemporaries such as Village/City, Schools, and Forest Preserves, and from time to time, the private sector. To influence the heads and of other units of government, the elected officials that represent various forms of government and the private sector it is critical to provide them with the belief and understanding that the park and recreation organization is or can be relevant to their needs.

Relevance cannot be communicated with the above mentioned stakeholders until a relationship is established. Relationship nurturing takes time. Key factors in building relationships include building trust; demonstrating the ability to work in concert with the agency/organization/person in question; having the ability to be honest and the willingness to say no; and, the ability to follow through with promised commitments. The status with other groups will increase as these key factors are developed into strategy with

whatever organization one chooses to build fruitful relationships.

So, one would ask how are relationships nurtured? There are three stages to nurturing a relationship. The first is the building of trust. The second is following through with meaningful projects or activities once trust is established and a relationship is initiated. The third is working with others to nurture new relationships using past and current successes to demonstrate value.

This element of relationship building is more complicated than it appears. Building trust takes place over time with whomever one is working with (individuals, groups and organizations). Trust comes from keeping commitments made with others. Trust starts with generating support from groups the manager depends on to accomplish tasks. If there are one or more gatekeepers who might have the ability to influence accomplishments in a negative or positive way, the process of trust building can get complicated. Complications come from the dependence of others allowing/permitting follow through. So trust building needs to take place with internal customers (staff and board) before the building of trusting relationships with external customers such as individuals, special interest groups and organizations.



court reservations and fee collections that overwhelmed this volunteer organization. The WPTC decided to deed ownership of the courts to the Winnetka Park District.

While the courts are now owned by the Winnetka Park District, the initial cooperation between the two groups was just beginning. In the late 1980's a small "Hut" was donated by the WPTC. They were not done yet. In the early 2000's, many private clubs had built more elaborate "huts" to hold post-match gatherings and social events. The WPTC raised over \$200,000 of the \$450,000 needed to construct a beautiful "state of the art" indoor meeting space to compliment the outdoor courts and its growing participation. Additionally, a WPTC Board member and current president Gary Frank, donated his architectural services to the project. In the last four years, the WPTC contributed over \$100,000 to construct two additional courts to bring the total to six, contributed \$30,000 to add wind screens around the courts, and \$30,000 to re-construct the original two courts this summer. All total, the group has remained strong while contributing over \$500,000 towards the facility to date. This public/private partnership has created what the American Platform Tennis Club (APTA) says is . . . "The largest platform tennis program in the United States." Over 300 men and women play on 30 WPTC sponsored teams, playing other clubs from throughout the Chicago

Once commitments to internal or external organizations are made it is critical to be able to follow through with those commitments to completion. Once “buy-in” on a given idea or activity takes place with key internal or external stakeholders, the ability to follow through with the commitment to completion helps additional trust building with those groups. Equally important is the nurturing of relationships with other groups or individuals when they find the work gets done from the promises made.

All people want to be affiliated with individuals or organizations that are able to get projects done as promised. New relationships can be built from successful work accomplished with others. It is important for leaders to keep their eyes and ears focused on the horizon for new opportunity that might come from successful activity from the past. New success are created and built from positive experiences of the past. It is important to be affiliated with the network of people who want to work with others who are successful in their work resulting from positive networks of people/organizations.

Synergy: Governmental Cooperation for the Greater Good

Relationship building leads to various forms of synergy, and is not just limited to user groups and participants. Having a solid and positive relationship with other governmental entities can lead to conforming “issues” into mutual solutions and the ability to work together for the greater good.

When the Winnetka Park District was faced with the need to address an outdated maintenance facility, a collaborative process began between the park district, the Village of Winnetka and community residents. The maintenance operations of the park district was based in a facility dating back prior to 1920. The original structure was a horse stable, which over time, was converted to accommodate the current equipment storage needs. Over the next 90 years, the facility was modified four times to meet the growing demands of the agency. As a result of changing service demands and staffing, this facility was severely undersize and out of regulatory compliance for 45 staff members and over 200 pieces of equipment. In 2006, recognizing the need to address operational issues and the necessity to bring the current facility into full regulatory compliance, the Park Board began the public hearing process to address making changes to existing practice and determine solutions to future operations. Over the next two years, both agencies (Winnetka Park District and the Village of Winnetka) conducted analysis of all operational needs and community-wide land use to formulate alternatives. These alternatives included outsourcing all maintenance operations, rebuilding and expanding the current facility or building a new facility for operations elsewhere. All options were presented with related costs and impact of services to the public and respective boards.

Directed by the residents of Winnetka to preserve as much open space as possible, and based upon the community-wide land use analysis, the two agencies identified a parcel of land on a section of a closed landfill owned by the Village of Winnetka. A 1.25 acre of land could be recaptured for use resulting in the preservation of green space and redirecting operational practice in a new facility; which in turn would correct overcrowding and inadequacies of the current maintenance facility. Under a long term lease agreement with the Village of Winnetka, the Winnetka Park District broke ground on the construction of a new 8,800 square foot parks maintenance facility in 2009. Completed in the spring of 2010, this LEED, Gold Certified facility is the first to be constructed in the Village of Winnetka. “With land highly valued and a limited resource in Winnetka, it was wonderful to see the Village of Winnetka “step up” and offer the Winnetka Park District space at the landfill for the new Parks Service Center. As a Senior Program Officer for the Illinois Clean Energy Community Foundation, I have an investment in clean energy development and land preservation efforts. Here is a community that got it right!” said Bob Romo. This project is a source of pride throughout the entire Winnetka community.

During the planning process the community heard several similar comments such as former Village Manager Doug Williams, remarked at the September 16, 2008 Village Board Meeting, “There is a long tradition of cooperation between the Village and the Park District” . . . and at that same meeting Village Trustee Greable mentioned that “Cooperation between governmental entities in the use of property and services is in the best interest of all residents. I hope to see more of it in the future.”

Future Cooperation and Collaboration

Nurturing relationships among our program participants, community activists, special interest groups, local businesses and other governmental entities is a big part of our culture in Winnetka and everyday business practices. The best outcomes occur when the community feels included and involved in the process. Our short-term and long-term viability is dependent on strong community cooperation and collaboration. Units of government in the Village of Winnetka are committed to participate together when determining solutions to the challenges of future projects This commitment is due to the wonderful history of success over the many years of operations.

Winnetka Park District staff members Dr. Terry G. Schwartz, Executive Director, Tom Gullen, Superintendent of Facilities, Robert Smith, Superintendent of Parks, Lee A. Volpe, Superintendent of Recreation and Mary Cherveney, Communication/Marketing Manager collaborated on this article.



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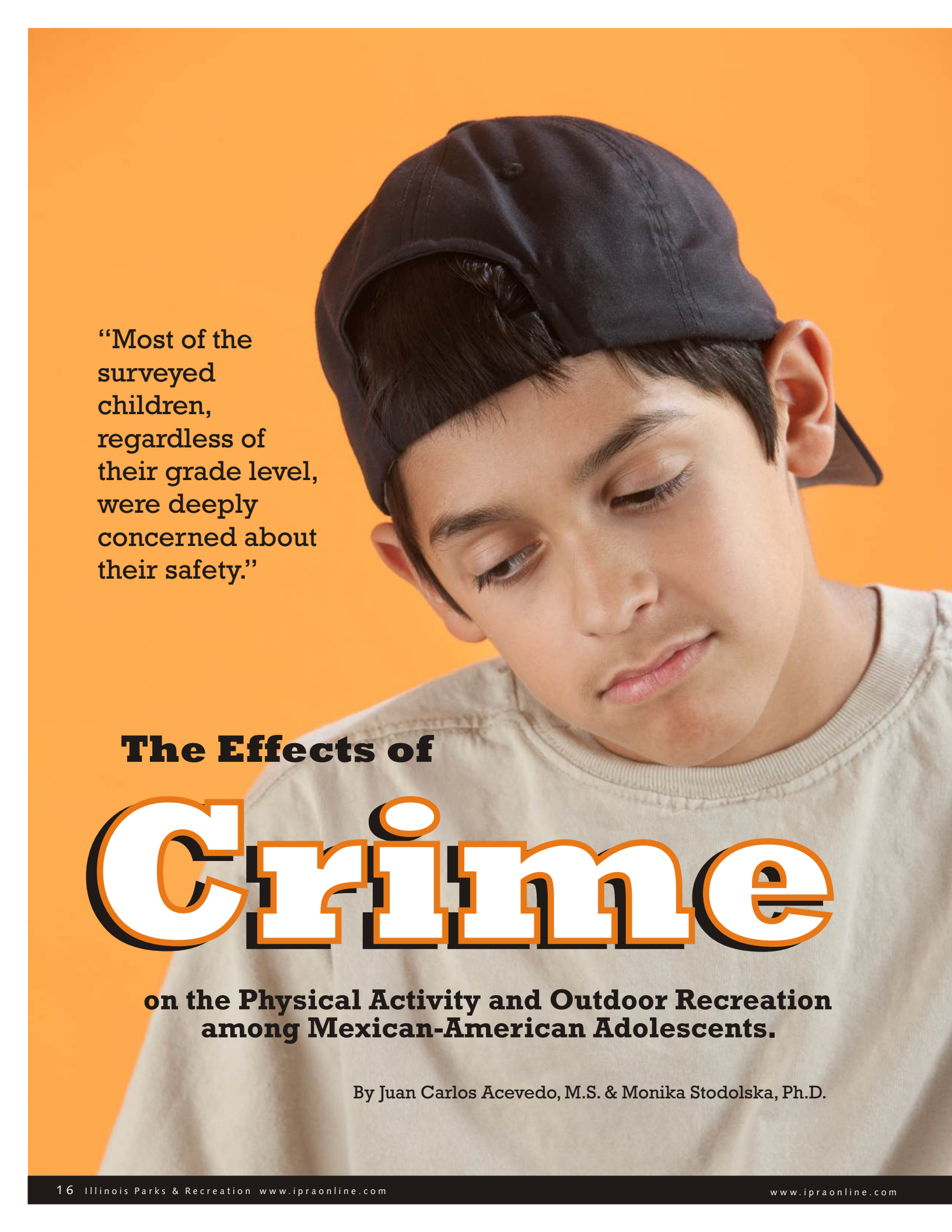
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Creativity to the Core!



“Most of the surveyed children, regardless of their grade level, were deeply concerned about their safety.”

The Effects of
Crime

**on the Physical Activity and Outdoor Recreation
among Mexican-American Adolescents.**

By Juan Carlos Acevedo, M.S. & Monika Stodolska, Ph.D.

“Last time, when I went there (referring to the park), I heard some shootings so I don’t feel safe. Because I always see them [gang members]. I feel so scared.”

- Michelle, a 6th grade girl from a Chicago Public School.

FEAR OF CRIME, experiences with crime and disorder in the community have been shown to constrain recreation participation among children and adolescents. As Michelle briefly narrates in the quote above, she doesn't feel safe when she goes to the park. She witnessed a shooting between gang members and now she only feels safe at home, because, as she narrates, “I have our phone just in case we are attacked, I can run into my house and get the phone and call someone... Inside a home [gang members] cannot hit me.” Her fear may not be irrational. Just in this year alone, 7 homicides have been reported by the Chicago Police Department around her neighborhood, two of which involved the shooting of two 16 year old boys, an age not far apart from that of Michele's.

Crime and Disorder and its Effects on Lack of Physical Activity

In light of the experiences with crime and gangs by many residents of urban communities, much research has been conducted on the effects they may have on recreation and physical activity participation among adults and children. The existing literature confirms that experiences with crime, fear of crime, and disorder in the community are important determinants of physical activity (PA) participation. For instance, deteriorated or abandoned buildings, litter, and graffiti has been shown to affect people's likelihood of encouraging their children to use local playgrounds and women's involvement in sports or exercise. Study findings also suggest that people who exhibit higher levels of fear walk less, and that this relationship is particularly strong for women. Research has also documented that fear of crime may constrain physical activity participation among children and adolescents. For example, a study by Gordon-Laresen, McMurray, and Popkin (2001) found an association between high levels of crime and decreased likelihood of being frequently involved in vigorous physical activities among middle and high school students. Zhu and Lee (2008) also found that schools in poor, minority neighborhoods were more affected by crime that, in turn, influenced students' walking to school patterns. A recent Centers for Disease Control and Prevention (CDC; 2008) report noted that 9.6% of Hispanic and 6.6% of Black students had not gone to school on at least one day during the 30 day period prior to the survey because they felt they would be unsafe at school or on their way to or from school. Molnar, Gortmaker, Bull, and Buka (2004) found that “increasing the safety of neighborhoods in which kids play was associated with an increase of 49 minutes per week of physical activity and decreasing social disorder was associated with an increase of 29 minutes per week” (p. 384).

Health Effects on Latino Children due to lack of Physical Activity

Although the beneficial effects of physical activity are well documented, evidence suggests that many adolescents are not meeting the suggested guidelines for PA participation. At the same time, youth from minority populations, such as Latinos, are at higher risk for obesity and the associated negative health effects, such as diabetes. What is especially troubling is that this trend holds true across the lifespan. For instance, 20% of Mexican boys ages 12-19 years old and 17% of Mexican girls are overweight. These trends continue into adulthood, when 75.8% of Mexican men and 73.2% of Mexican women are either overweight or obese. Latino adolescents also report having access to fewer physical activity facilities than White adolescents. Further, rates of physical inactivity are higher for Latina girls than for Latino boys who report higher rates of engagement in out-of-school physical activity, team sports, physical education classes, and total in and out-of-school vigorous physical activity.

Purpose and Methodology of the Study

The research study that our team from the University of Illinois at Urbana-Champaign Diversity Research Laboratory in the Department of Recreation Sport and Tourism conducted was designed to evaluate to what extent fear of crime affects outdoor recreation and physical activity among Latino adolescents ages 11-14 (grades 6-8) and 15-18 (grades 9-12). Participation in outdoor recreation in three environments was evaluated:

1. School yards/school grounds;
2. Parks;
3. Neighborhood streets, sidewalks, alleys, and front/backyards.

The specific questions the research team tried to answer were:

1. To what extent fear of crime affects outdoor recreation and physical activity among Latino youth?
2. Which recreation activities and locations are most likely to be affected by crime?
3. What negotiation strategies are adopted by parents and children to increase safety while participating in outdoor recreation?

The study consisted of two phases conducted between May 2010 and May 2011. During Phase 1, 190 surveys were collected and 13 interviews were conducted with middle school students in the South Lawndale/Little Village neighborhood located in Chicago, Illinois. During Phase 2, 200 questionnaires were collected and 12 interviews were conducted with high school students in two high schools located in the same neighborhood. **Little Village** is the largest Mexican neighborhood in the city of Chicago and serves as a gateway for Mexican American migrants for much of the Midwestern United States. In 2000, 91,071 people lived in Little Village, 75,613 (83%) of whom were Latino (including 69,191 or 76% Mexicans) (U.S. Census, 2000). In 2006, the Chicago Police Department recorded 2,625 crimes in Little Village. Most of these crimes have been attributed to gang violence and have taken place in the vicinity of schools and in public areas of the neighborhood, such as streets and parks.

Key Findings from the Survey

Demographics:

The data collected in this research were very extensive and in this article we can only provide the key findings of the study. For more information and in-depth analysis you may want to view the final report of the study which will be available August 2011 (inquiries may be directed to the authors of this article). Overall, 390 surveys were collected in both the middle schools and high schools. Interestingly, nearly 80% of the all the respondents were born in the U.S. and about 20% were born abroad. The majority of the families had emigrated from Mexico (88.9% middle school level, 96.5% high school level).

Fear of Crime

Most of the surveyed children, regardless of their grade level, were deeply concerned about their safety. Almost 40% of students said they sometimes avoided certain places at school because they felt unsafe and 7.9% of middle school students and 12.6% of high school students stated that they sometimes skipped school because they felt unsafe at school or on their way to school. More than a quarter (26.3%) of middle school respondents and more than a third (36.7%) of high school respondents said that it was “sometimes true” that they were worried about going to and from school because they might be physically hurt or threatened. Adolescents were particularly concerned about staying outdoors in the evening. More than a quarter (27.4%) of middle school respondents and 40.7% of high school respondents said it was “sometimes true” they were worried about going to the park or playing in the park in their neighborhood in the evening because they might be physically hurt or threatened. Almost a quarter (23.8%) of middle school respondents and 31% of high school respondents were worried about being hurt or threatened while playing in the evening outdoors close to their home.



Gang presence was of particular concern to the adolescents. More than 50% of respondents said that it was “mostly true” or “sometimes true” they were worried about being hurt by gang members in their neighborhood. More than three quarters of respondents said that gangs were a “big problem” in their neighborhood. The same was said about shootings and violence (74.7% middle school respondents vs. 82.5% high school respondents), about people using drugs (70.5% vs. 70%), people selling drugs (67.9% vs. 71.5%), people being attacked and robbed (66.8% vs. 56%), and about the fact that police were not coming when called (65.8% vs. 67.3%).

Physical Activity by Respondents

On average, middle school students were significantly more physically active than high school students. In an average week middle school respondents were active for 4.26 days for at least 60 minutes a day vs. 2.95 days for high school respondents. Middle

schoolers also played or practiced sport (not counting PE) more often than the high schoolers. Of the locations listed in the survey, middle school students participated in physical activity most often in their driveways, house yards, school yards, and parks. High school students participated in physical activity most often inside their homes, followed by their driveways and yards.

Adolescents spent significant amounts of their leisure time on passive activities such as watching TV, playing video games, texting and sending e-mails. For instance, more than a quarter (25.3%) of middle school children watched 4 hours or more of TV on weekdays and 34% on weekends. The same was true for 23.8% of high schoolers on weekdays and 43.3% on weekends. Similarly, more than 25% of all respondents played video games, sent e-mails and chatted on-line for 4 hours or more on weekdays. On weekends, about 30% of all respondents played video games, sent e-mails and chatted on-line engaged in this activity for 4 hours or more.

Key Findings Interviews

Fear of Crime, Outdoor Recreation, and Physical Activity Participation

Results of the interviews closely support the preliminary findings of the survey. Of the 25 adolescents who were interviewed, all confirmed that crime was a serious problem in the community and recalled many instances of being exposed to or witnessing crime. The adolescents had witnessed people being assaulted and killed, gang shootings, fights, carjackings, drug use and gang activity in the area. Their family members and friends had been also victims of violent crime. Children recounted being shot at while playing soccer in front of their school, being beaten by gang members while walking to school, and being fearful of gang members wanting to join their basketball and soccer games. Experiences with crime had a significant effect on children's participation in leisure and physical activity. Fear of crime prevented children from visiting parks, locations that would make them cross gang boundaries (parks, pools, clubs), and restricted their participation in after-dark activities (e.g., sport practices, after-school programs). Some children admitted they did not participate in any out-of-home physical activities because of their concerns for safety. Interestingly, the majority of the high school interviewees believed that they were more likely to be victims of serious crime, but less likely to be recruited to gangs when they were older. Fear of sexual assault was particularly prevalent among high school girls.

Safe vs. Unsafe Locations

Streets, alleys and parks were considered as unsafe locations, especially at night. Children witnessed many acts of violence in parks and were approached by gang members on many occasions. In particular, several children commented that they would only visit parks in the morning when there were many people there. Others would go to parks only if accompanied by their parents. In general, indoor areas and the ones protected by adults were considered safe. Interestingly, several children mentioned that the Boys & Girls Club was the safest place in the community and their favorite place to spend leisure time due to the activities and programs that the club offers. Schools were generally considered safe because the teachers, security guards and other persons of authority maintain order and because they are monitored by security cameras. During the day,

school grounds were considered safe, but not at night when gang members could easily take over the area. Overall, areas around the house were generally considered safer than other locations as children could always go inside and call for help.

Safe vs. Unsafe Activities

Children were also asked about leisure activities they considered safe and unsafe. When evaluating safety of activities, they considered where the activities took place, ease with which they could be relocated, and people with whom they played. Sports or games that could be easily moved to safer locations (e.g., tag) were considered to be safer, while others that were more difficult to relocate (e.g., softball) were considered more dangerous. Interestingly, swimming was considered unsafe, as pools were located often far away from the children's homes and, thus forced children to cross territories of rivaling gangs.

Negotiation Strategies

Parents were deeply concerned about their children's safety and placed many restrictions on their leisure activities. They strictly monitored their children's activities, imposed curfews, dropped them off and picked them up from games, did not allow them to venture farther into the neighborhood unaccompanied by their siblings or other family members, did not allow them to play with strangers or children who were considered a "bad influence," only allowed them to spend time in the homes of family members or neighbors they knew, frequently called to check in on their children, reminded them to stay out of trouble and not to join gangs, and asked school personnel to watch after their kids.

In order to protect themselves, some children did not participate in any out of home leisure activities without the company of their parents (stayed home most of the time), they were vigilant at all times and aware of their surroundings, they kept their phones nearby, avoided eye contact when passing by gang members, made sure

their dress and haircuts did not signify gang affiliation, tried not to draw attention to themselves with flashy clothes, jewelry or baggy pants, knew the gang boundaries in the community and made sure to stay within their "hood."

Summary

As the findings of the study state, fear of crime, experiences with crime and disorder in the community were shown to constrain recreation participation among Mexican-American adolescents. Not only did the majority of respondents of our study avoid certain activities and places when deciding where to play or participate in physical activity to feel secure and avoid danger, but when participating in most activities they were rarely free to play without worry. As researchers and practitioners it should be our interest to examine how this might affect the overall wellbeing of these adolescents and find what can be done to change the current trends. A safe recreational experience should be the right of every child.

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- For more information about this article, contact Juan Carlos Acevedo, University of Illinois at Urbana-Champaign, jacevedo@illinois.edu.

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*Mt. Prospect Park District
Friendship Park Conservator*
"Hemerocallis (Daylilly)"

Runner up:
Tim Reinbold
Oakbrook Terrace Park District
"Winter Escape"

Phil Ryu
Deerfield Park District
"ASC Rummy Q Girl"

Runner up:
Ian Everett
Carol Stream Park District
"Flyball Racer"



Recreation



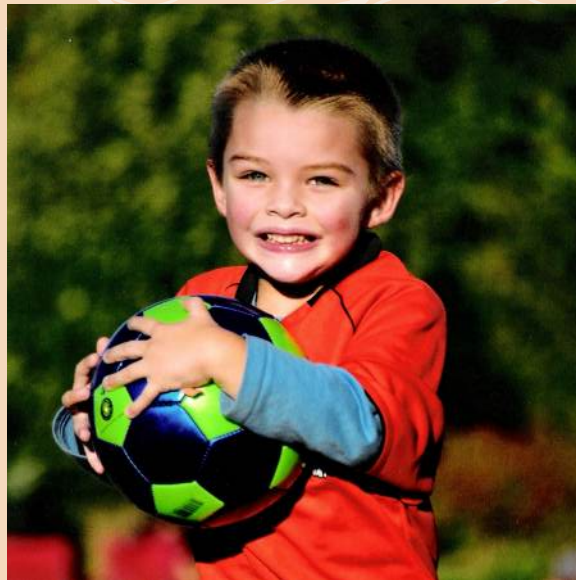


Wildlife



Ian Everett
Carol Stream Park District
"Black Swallowtail"

Runner up:
Teresa Kyriazes
Park District of Oak Park
"Nature's Wonder"



Sports

Heather Matteson
Huntley Park District
"For the Love of the Game"

Runner up:
Heather Matteson
Huntley Park District
"A Winning Team"



2010 Illinois Parks & Recreation Magazine Writing Awards

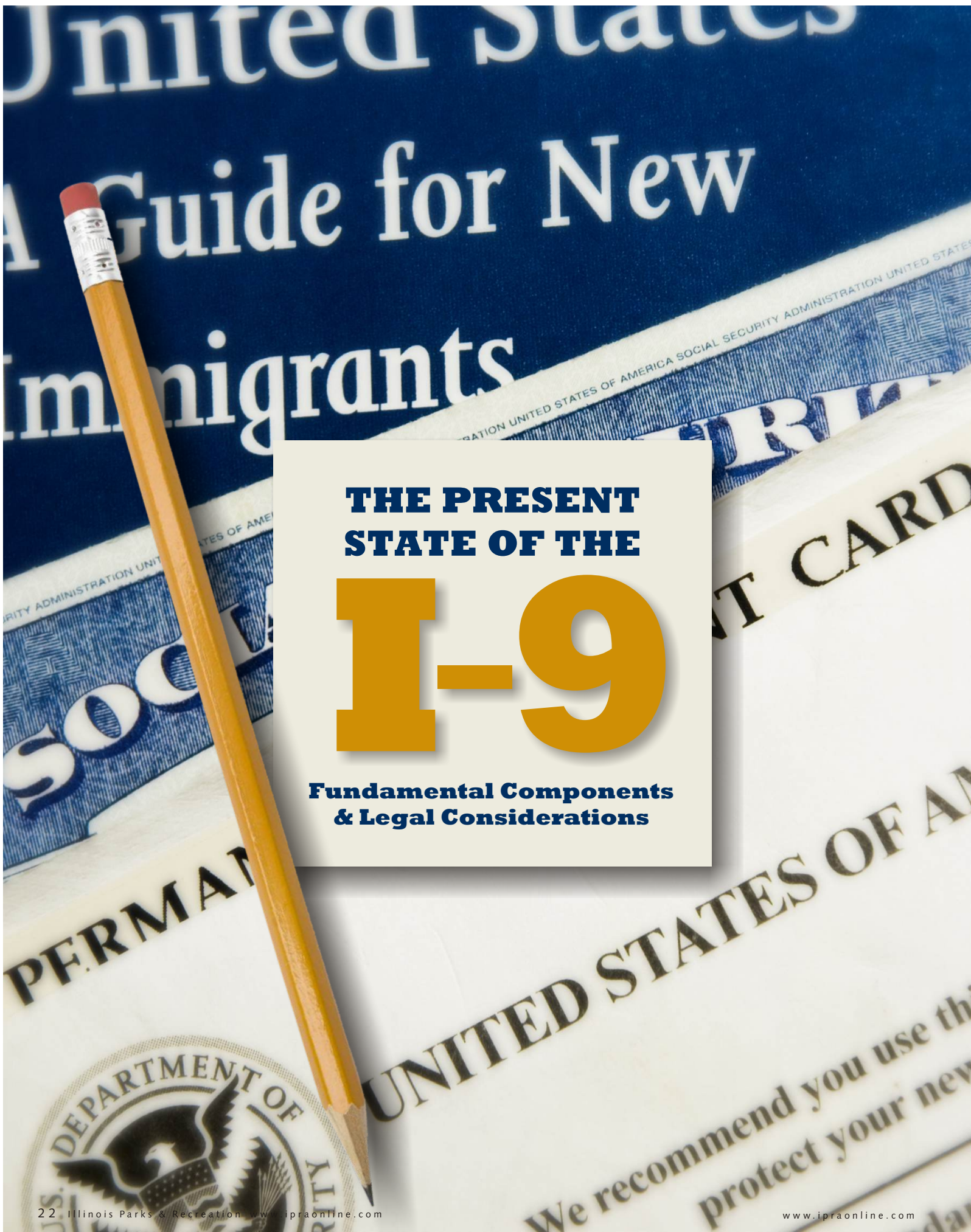
Best Legal/Legislative Article
"Land Acquisition Strategies for Park Agencies"
Emy Brawley

Best Facilities and Marketing Article
"Nine Steps to a Healthy Camp"
Harry Garst, Linda Ebner Erceg, Susan Baird & Sandra Thompson

Best Programming Article
"Your Museum is Exactly Like a House Softball League! Here's Why?"
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"Preserving Historic Parks"
Julia S. Bachrach

Best Environmental Article
"Organics in our Midst"
Steve Pincuspy



**THE PRESENT
STATE OF THE**

I-9

**Fundamental Components
& Legal Considerations**

By Eduardo A. G. Bolt and Agna Varinia Guzman

Hiring decisions are fraught with “land mines.” This has been particularly true for our park and district clients in the area of seasonal hires and compliance with immigration laws. This article is intended to help you, the employer, avoid one major immigration law landmine – the Form I-9. Often times viewed as a simple administrative form, the Form I-9 is deceptively complex and easily misunderstood in its application. In its 24-year existence, employers have become increasingly aware of the ramifications behind the necessity of the Form I-9. However, many employers do not have any I-9 verification procedures in place or internal policies or compliance plans established to oversee the administration of Forms I-9. Despite this gap in application, an understanding of the fundamental concepts can be instrumental in ensuring that as an employer you comply with I-9 employment eligibility verification.

I-9 Employment Eligibility Verification

The Immigration Reform & Control Act of 1986 (IRCA) requires employers to verify the employment eligibility of all employees hired after November 6, 1986. The purpose of IRCA has been to ensure that employers hire individuals legally authorized to work in the U.S. Both public and private employers are subject to IRCA. Since its inception, IRCA has imposed specific employer responsibilities that have become the fundamental components of proper I-9 employment eligibility verification.

Fundamental Components

Employer Responsibilities

To comply with IRCA, you must verify the identity and employment authorization of each employee and complete and retain a Form I-9 for each employee. The Form I-9 itself is divided into three main sections of which the first is completed by the employee or alternatively, a preparer and/or translator on behalf of the employee, *on the first day of employment*.

You are responsible for completing section two of the form *by the employee's third day of employment*. Section two requires you to review and record the documents presented by the employee to establish: (i) identity; and (ii) employment eligibility. The employer cannot indicate or require which documents the employee may provide for I-9 purposes. Rather, an employer can only furnish the Form I-9 to the employee along with the corresponding List of Acceptable Documents produced by the U.S. Department of Homeland Security. The employee chooses which documents to present to an employer in compliance with the List of Acceptable Documents. *It is important to clarify that only one document from List A is necessary to establish both identity and employment eligibility*. For employees who do not provide a document from List A, they will need to produce one document from List B (identity) and one document from List C (employment authorization).

A final rule by the U.S. Department of Homeland Security (DHS), effective May 16, 2011, will adopt changes to the Form I-9. This final rule prohibits employers from accepting expired documents.

Reverification

Section three of the Form I-9 involves reverification of an employee's employment eligibility only. *It does not include reverification of identity*. Once identity is established, it should not be reverified. Reverification of employment eligibility is mandated when an employee is rehired by the same employer or has a new name. For a rehire, an employer must list the date of rehire, indicate the document title, number and expiration date, and sign and date the form in section three.

You must also perform reverification when an employee's temporary employment authorization expires. You must conduct reverification of an employee's employment eligibility (not identity) no later than the expiration date of the employee's temporary employment authorization. The document title, number and expiration date must be provided in section three and as an employer, you must sign and date the form. Reverification also applies when the employee presents a receipt for the application of an acceptable document for I-9 purposes (such as a receipt of an application for a social security card), or the employer has been informed by a federal government agency that an employee may not be authorized to work.

Similar to verification, your employee selects, and you cannot dictate, which documents to present to you for reverification purposes. It is important to note that the following documents do **not** require reverification: (i) an expired U.S. passport or passport card; (ii) a Permanent Resident Card (all versions); and (iii) a List B document on the List of Acceptable Documents. Section three of an employee's original Form I-9 may be used if the hire date on that form is within three years of the employee's date of rehire. If section three on an employee's original Form I-9 has already been used, you may complete a new Form I-9 by writing the employee's name in section one, completing section three and retaining the new Form I-9 with the original Form I-9.

Documentation

You are required to retain an employee's Form I-9(s) for either three years after the employee's date of hire or one year after the employee's termination date, whichever is later. It is preferable that the Forms I-9 be maintained in original paper form, but it is also acceptable to keep them in electronic format. You should institute a procedure to copy or scan the documents presented by the employees for retention with the Form I-9 on a uniform basis. All copies of documents should be legible and be stored with the Form I-9 in a secure location *separate from the employee personnel files*.

Any corrections made by you to a Form I-9 should have the incorrect information crossed-out with your initials to the side of the cross-out, and the correct information written in the appropriate space. Do **not** erase, use white-out or make any unnecessary markings to the incorrect information on the Form I-9.

It is also prudent for an employer to utilize the most current version of the Form I-9 at the time of the employee's hire date. To date, the current version dated August 7, 2009, can be found at <http://www.uscis.gov/portal/site/uscis> under the link titled Forms. Forms I-9 showing a date of February 2, 2009, are also acceptable at this time.

Penalties

IRCA imposes civil penalties on individuals and employers ranging from \$375 to \$16,000 for each unauthorized worker in violation of IRCA. Civil penalties for violations on or after March 27, 2008, consist of: (i) first offense – not less than \$375 and not exceeding \$3,200 for each unauthorized worker; (ii) second offense - not less than \$3,200 and not more than \$6,500 for each unauthorized worker; or (iii) third or subsequent offenses – not less than \$4,300 and not exceeding \$16,000 for each unauthorized worker. In addition, if an employer fails to properly complete, retain or make available for inspection Forms I-9, it may face civil penalties from \$110 to \$1,100 for each violation.



Criminal penalties may be also imposed on individuals and employers that have engaged in a pattern or practice of knowingly hiring or continuing to employ unauthorized workers. The criminal penalties imposed are no more than \$3,000 per unauthorized worker and/or not more than six months imprisonment. For individuals and employers that have engaged in fraudulent or false statements, or misused visas, immigration permits and identity documents, they may be fined or imprisoned for no more than 10 years, or both, for the first or second offense.

Legal Considerations

Independent Contractors

Generally, employers are not obligated to complete a Form I-9 for true independent contractors or subcontracted workers. However, an employer may be liable if it has actual or constructive knowledge of the unlawful status of the independent contractors or subcontracted workers.

Social Security No Match Letters

Effective April 6, 2011, the Social Security Administration (SSA) has resumed the practice of issuing No Match Letters directly to employers. The SSA issues No Match Letters when an employee's name and social security number listed on the W-2 form does not match the SSA's records. The new version of the No Match Letter states that, alone, it is not a basis for adverse action against an employee, including suspension, termination, layoff or discrimination.

Upon receipt of a No Match Letter, you should review your records for accuracy of the information submitted to the SSA and verify with the employee that the employee's name and social security number was accurately reported. If a discrepancy still exists, you should ask the employee to contact the local SSA office in order to resolve the issue. If the discrepancy remains unresolved and the employee can no longer remain employed, you should have detailed records documenting the conversations conducted, information exchanged and efforts made between you and the employee to rectify the No Match Letter. This documentation should be kept for a period

of four years after the employee's termination date. Based on the process described above, you will need to respond to the No Match Letter.

If you receive a No Match Letter, you must provide an employee with a reasonable period of time to rectify the situation with the SSA. A reasonable amount of time will depend upon a specific situation since there is a lack of federal regulations clarifying a reasonable period of time concerning No Match Letters. As a practical matter, a reasonable amount of time may include either sufficient time for an employee to resolve the discrepancy with the local SSA office or for the employee to obtain a new or replacement social security card (two months or longer) or for the employer to resolve any issues related to the E-Verify system (up to 120 days). Moreover, if you disregard the employee's attempts to rectify the No Match Letter with the SSA, or "look the other way" with seasonal hires, you may subject yourself and your employer to potential liability for non-compliance with I-9 employment eligibility verification.

Federal E-Verify Program

E-Verify is an electronic system administered by the DHS that allows registered employers to verify an individual's employment eligibility. The system can only be used for newly hired employees. You will still need to complete the Form I-9 but if an employee presents a List B document, it must contain a photograph.

If E-Verify is utilized, you must submit an electronic query within three days of the employee's date of hire. If an employer receives a tentative nonconfirmation notice of the employee, both the employer and the employee must resolve the status of the query within a specific timeframe (8-10 days). The employer may not terminate the employee during this period. A tentative nonconfirmation does not imply that the employee is unauthorized to work in the U.S. E-Verify does not prevent identity fraud and program participation does not mean that employers will not be subject to I-9 audits and raids.

Illinois State Laws

In January 2008, the State of Illinois enacted an amendment to section 12 of the Right to Privacy in the Workplace Act ("Right to Privacy Act") to prohibit Illinois companies from enrolling in an electronic employment eligibility verification system like E-Verify until system performance issues such as accuracy and timeliness were sufficiently addressed. In September of 2007, the DHS filed suit against the State of Illinois to repeal the amendment to section 12. Since that time, the State of Illinois has agreed to not enforce the law until the conclusion of the lawsuit and it will also not penalize employers for participating in E-Verify. A subsequent amendment to sections 12 and 15 of the Right to Privacy Act prohibits the State of Illinois and localities from requiring employers to use an electronic employment eligibility verification system.

Additionally, in January 2008, an amendment to section 2-102 of the Illinois Human Rights Act was enacted by the State of Illinois to protect workers from privacy and antidiscrimination violations in cases where the employer participating in E-Verify fails to adhere to the program's procedures.

Conclusion

While the present state of the Form I-9 is a mixed bag of federal and state laws, it behooves you to become knowledgeable on the fundamental concepts of this area of immigration law. Only with a thorough understanding of the legal ramifications can you minimize liability and prevent employer sanctions.

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PEOPLE & PLACES



Recreation Leader Jane Hodgkinson Retires

Jane Hodgkinson, former executive director of the Western DuPage Special Recreation Association (WDSRA) in Carol Stream retired at the end of June after 30 years of developing WDSRA into a nationally-recognized organization and guiding exponential growth in programs and participation for people with disabilities.

The lifelong Illinois resident served as the IPRA Chairman in 2004 and was previously honored with the Robert Artz Award, the Fellow Award, and the Professional Award by her IPRA peers. In addition, her

legislative efforts on behalf of WDSRA have allowed special recreation services to be expanded in Illinois.

Hodgkinson was also a founding board member for the Illinois Special Olympics. Her career has always emphasized *equal fun for everyone*. "Helping people with disabilities to realize their potential and access everyday life has been my goal for over 40 years," said Hodgkinson.

Hodgkinson has published more than 30 articles for professional publications including *NRPA*, *Florida Parks and Recreation*, *Illinois Park and Recreation*, *Sports and Spokes*, *Athletic Business*, and *Special Parent*. She is also a co-author of three books; *Introduction to Recreation and Leisure*, *Arts for All: Making It Happen*, and *Volunteers – the Key to Successful Special Olympic Programs*.

WDSRA is a two-time winner of the National Gold Medal Award (1982, 1993). Hodgkinson currently serves as the National Gold Medal Award Board Chair and is a past presenter at NRPA national conferences. She was named a legend by the American Academy for Park and Recreation Administration in 2010.



Effingham Park District Hires New Executive Director

The Illinois Association of Park Districts recently conducted an executive director search for the Effingham Park District. The district selected Jeff Althoff as its new executive director to succeed Ron Diehl. Althoff was promoted from his position as facility superintendent. As superintendent, Althoff spent four years running the district's sports leagues. Althoff said, "In high school I joked about how I would someday have Diehl's job. It's big shoes to fill, but he's been a good inspiration and a great role model." The board also approved Althoff to replace Diehl as executive secretary, Freedom of Information

Act officer and risk management officer.

Althoff graduated from Southern Illinois University with a Bachelors of Science in Parks and Recreation Administration in 1998. His career started as the day camp coordinator for the YMCA of Southwest Denver. Althoff also served as director of the Northern Illinois 4-H Camp Association before moving back to Effingham. He commented, "Ron was the first and only Director the Effingham Park District has had since it was established. I also hope to be lucky enough to someday retire from here as well. I am committed to providing the programs, activities, and facilities that will continue to strengthen individuals, enrich families and bond the community."



St. Charles Park District Celebrates 100 Years of Community Service

The year was 1911. In England, the luxury ocean liner *Titanic* was launched. In Indianapolis, race cars were revving up for the first time to complete 500 laps at the Speedway. In Pasadena, California, an airplane landed after making the country's first transcontinental flight from New York City. **And in St. Charles, Illinois, a petition was circulated that would establish the St. Charles Township Park District.** It was an initiative whose time had come.

The first Park Board consisted of three members, who implemented the vision of having parks and open space along the banks of the Fox River by purchasing 35 acres of land for the development of Pottawatomie Park.

As the community continued to grow, the District offered recreation programming at Pottawatomie Park and used local neighborhood parks and school facilities in cooperation with the City and School District. In April of 1967, City and Township voters approved the formation of the St. Charles Park District as a separate taxing body that was charged with providing public park and recreation services to the residents of St. Charles Township.

The St. Charles Park District plays an important part in the vitality of the community, providing open space and programming that appeal to a wide cross-section of the population of the District.

With many of the parks and facilities located on historically significant sites, and many more protecting valuable wildlife habitat and natural resources, the District is a primary contributor to preserving the cultural and ecological heritage of the St. Charles region. The recreational, open space and natural habitat opportunities offered by the St. Charles Park District are rich and varied.

With nearly 1,500 acres of park and open space owned or managed by the St. Charles Park District and a variety of active and passive recreation opportunities for people of all ages, the St. Charles Park District provides award-winning facilities and programming to its community.



Skokie Park District Appoints New Executive Director

John Ohrlund, the current superintendent of parks and facilities for the Skokie Park District, has been chosen as the district's new executive director. He will assume the comprehensive management, planning and operation of the district upon the retirement of Mark Schneiderman. Schneiderman is a 25 plus year employee of the district and has been executive director since 2004.

Ohrlund brings with him the experience and sensitivity to serve the needs of the district's residents, as well as the highest degree of professionalism," said Board of Commissioners President Mike Reid. "We are very fortunate to have him here in Skokie, and the Board looks forward to working with him for many years to come."

He has worked as the district's superintendent of parks and facilities since 2003, after serving as its superintendent of parks from 1989 to 2003. Ohrlund was an integral part of administrating the district during its National Gold Medal Award years.

He received his master's degree in management from the University of Mary, Bismarck, ND in 1998 and received a bachelor's degree from Augustana College, Sioux Falls, SD.



Jim Romanek Named Executive Director of Mokena Community Park District

After working with the Illinois Association of Park Districts, the Mokena Community Park District hired Jim Romanek as the park district's new executive director.

Romanek began his position on May 2 and brings to the Mokena Community Park District 18 years of experience in parks and recreation and also as a successful private business owner. For 14 years Romanek served as the park director in Indian River County, Florida and four years as executive director of the Kankakee Valley Park District.

He and his wife Diane are both originally from the Mokena area and moved back to Illinois in 2007. They have five children and currently live in Bourbonnais but are in the process of relocating to Mokena. Romanek is looking forward to working with the community to grow and expand park district services to fit the needs of its residents.



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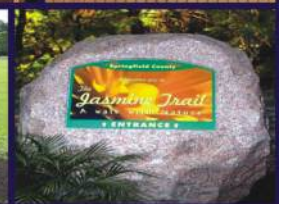
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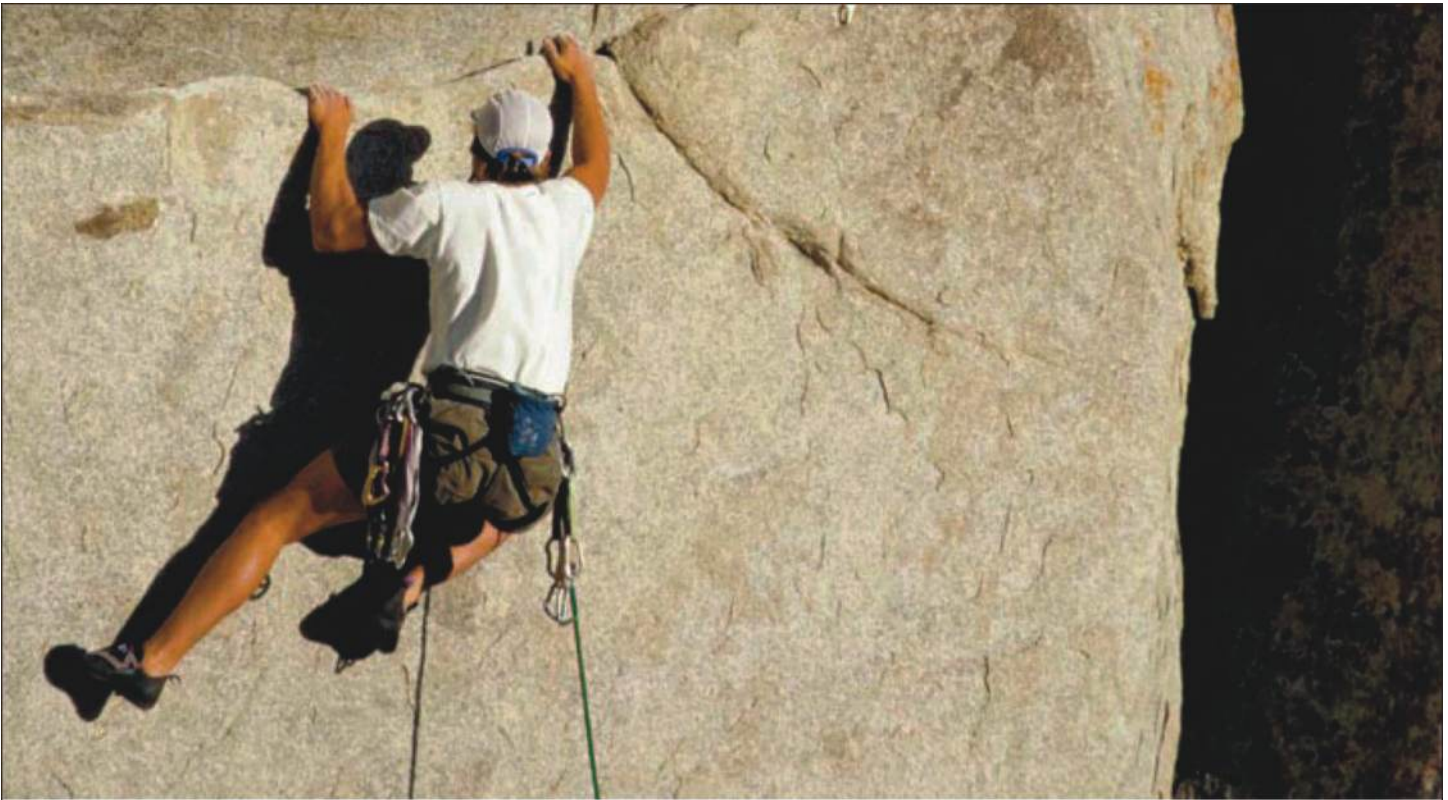
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