

OFFICE OF THE CITY AUDITOR
PERFORMANCE AUDIT
August 2019

**2019 Governance
Assessment**



CITY OF
KANSAS CITY,
MISSOURI

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CITY OF FOUNTAINS
HEART OF THE NATION



KANSAS CITY
MISSOURI

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August 5, 2019

Honorable Mayor and Members of the City Council:

Boards and commissions have major authority and responsibilities within Kansas City government; overseeing important public functions and activities in Kansas City, including policing, maintenance of parks, and development incentives. Because of their role, the city code requires us to distribute and the boards and commission to complete and return a governance checklist at least once every four years.

We sent governance checklists to 15 agencies that expended more than \$590 million in 2018. Fourteen of these agencies completed and returned a checklist.

Responses to the self-assessment governance checklists identified strengths and weaknesses in the six core good governance functions. Most of the boards and commissions report incorporating good governance practices to lead their organizations, adopting policies defining board and management responsibilities, and holding their organization accountable for achieving goals. Some responses, however, also demonstrate improvements could be made in ensuring oversight of management compliance with board directives, board performance and effectiveness, and representing the public interest.

This audit is intended to help the City Council understand and evaluate the reported governance practices of city boards and commissions. Because boards and commissions are not directly accountable to the public for their actions, the Council should provide oversight to city governing and policy boards. The Council can use this audit and the submitted governance checklists as a tool to exercise this oversight by requesting boards or commissions:

- appear before a committee to provide details on how they achieved their high levels of good governance;
- appear before a committee to explain some of their responses to the checklist compared to recommended practices;
- implement a good governance practice; or
- provide a report on the board's or commission's goals for their agency.

We appreciate the boards' and commissions' cooperation in completing and returning the checklist assessments. The audit was conducted by Jonathan Lecuyer.

Douglas Jones
City Auditor

2019 Governance Assessment

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Introduction

Objectives

We conducted this audit of governance practices of boards and commissions under the authority of Article II, Section 216 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

A performance audit provides "findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria. Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability."¹

The objective of this audit is to identify what governance practices are used by the city's boards and commissions. We hope the audit will encourage public discussion related to the City Council's role as an oversight body to these boards and commission.

Scope and Methodology

Section 2-722 of the Code of Ordinances (code) requires that the city auditor distribute a governance assessment checklist at least once every four years to component units² and appropriate governing or policy boards of the city. The code requires boards and commissions receiving the checklist to reply to the city auditor by April 30 and that a report be presented to the Council by November 1. The checklist is required to be substantially similar to

¹ Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 2011), p. 17.

² According to the Governmental Accounting Standards Board Statement No. 14, a component unit of a primary government is an organization that is legally separate from the government but for which the primary government is financially accountable because the government officials appoint a voting majority of the organization's governing body and either the government is able to impose its will on that organization or there is a potential for the organization to provide specific benefits, or impose specific financial burdens on the primary government. A primary government may also be financially accountable for governmental organizations that are fiscally dependent on it.

the one developed for the 2001 *Good Governance Practices for Boards and Commissions* report.³ (See Appendix A for a copy of the checklist distributed.)

This audit summarizes the governance practices of the component units identified in the city's *2018 Comprehensive Annual Financial Report*, and the Board of Parks and Recreation Commissioners.

We sent assessment checklists to 15 boards and commissions on March 1, 2019 and a reminder on April 1, 2019. Fourteen organizations completed the checklist. One of the city's component units, the Downtown Economic Stimulus Authority, that is required by Section 2-722 of the Code of Ordinances to respond to our survey did not respond.

The survey information contained in this audit is self-reported. We did not verify responses to the survey questions or determine their reasonableness. We drew conclusions based on the responses received to the checklist questions.

We conducted this performance audit in accordance with generally accepted government auditing standards with the exception of reporting the views of management concerning the audit because we do not make any recommendations. We do not believe the absence of a response affects the audit results.

Government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. No information was omitted from this report because it was deemed privileged or confidential.

Background

Kansas City Boards and Commissions

Boards and commissions are responsible for overseeing important public functions and activities in Kansas City, including policing, maintenance of parks, and development incentives. Like elected officials, boards and commissions are responsible for allocating

³ *Special Report: Good Governance Practices for Boards and Commissions*, Office of the City Auditor, Kansas City, Missouri, August 2001.

public resources and overseeing the provision of services. In 2018, the boards and commissions we surveyed spent over \$590 million. (See Exhibit 1.) Unlike elected officials, these boards and commissions are not directly accountable to the voters for their actions.

Exhibit 1. Board and Commission Expenditures for Fiscal Years 2010, 2014, 2018

Component Units and Selected Agencies	2010	2014	2018
American Jazz Museum, Inc.	\$1,864,333	\$2,201,000	\$3,092,000
Board of Parks and Recreation Commissioners	\$54,047,056	\$59,514,008	\$64,050,300
Board of Police Commissioners of Kansas City	\$192,808,934	\$246,334,778	\$262,060,000
Downtown Economic Stimulus Authority of KCMO	\$1,125,927	\$629,487	\$1,023,493
Economic Development Corporation of KCMO	\$5,294,250	\$5,442,520	\$5,606,112
EDC Loan Corporation	\$260,819	\$282,201	\$336,039
Kansas City Maintenance Reserve Corporation	\$13,498	\$70,000	\$13,000
Kansas City, Missouri Homesteading Authority	\$0	\$645,000	\$264,000
KCI Airport Community Improvement District	\$443,476	\$446,148	\$725,000
Land Bank of Kansas City, Missouri	\$0	\$2,997,000	\$8,938,000
Land Clearance for Redevelopment Authority	\$2,351,120	\$799,962	\$14,001,966
Performing Arts Community Improvement District	\$19,502,280	\$239,858	\$184,000
Port Authority of Kansas City, Missouri	\$6,103,324	\$2,799,730	\$3,632,000
Strategic Initiatives Fund ⁴	\$1,618,211	\$182,987	\$55,948
Tax Increment Financing Commission of KCMO	\$271,657,933	\$89,177,856	\$226,139,606
Total	\$557,091,161	\$411,762,535	\$590,121,464

Source: Boards' and commissions' audited financial statements and budget documents, and City of Kansas City, Missouri, Comprehensive Annual Financial Report.

What is Good Governance?

Governance is the exercise of authority, direction, and control by a governing board. Governance deals with *what* an organization is to do and is focused on planning, setting goals and objectives, and developing policies to guide the organization and monitor its progress toward implementation of its plans. The primary focus of governance should be on the long-term – the organization's mission, values, policies, goals, objectives, and accountability.⁵

⁴ Formerly known as the EDC Charitable Fund.

⁵ Guy LeClerc, W. David Moynagh, Jean-Pierre Boisclair, and Hugh R. Hanson, *Accountability, Performance Reporting, Comprehensive Audit – An Integrated Perspective*, (Ottawa, CCAF-FCVI, Inc., 1996), p. 8.

A key to good governance is asking good questions. Board members should question management—and one another—to exercise authority and to provide direction and control. The good governance practices we examined are:

- Leading the organization.
- Setting policies delineating management responsibilities.
- Ensuring management compliance with board directives.
- Ensuring accountability for achieving organizational goals.
- Ensuring a high level of board performance and effectiveness.
- Representing the public interest.

Findings

Checklist Responses Suggest Potential Governance Strengths and Weaknesses

Responses to the self-assessment checklists identified strengths and weaknesses in the six core governance functions. Most of the boards and commissions report incorporating good governance practices to lead their organizations, adopting policies defining board and management responsibilities, and holding their organization accountable for achieving goals. Some responses, however, also demonstrate improvements could be made in ensuring oversight of management compliance with board directives, board performance and effectiveness, and representing the public interest. (See Appendix B for a summary of the checklist responses by individual boards and commissions.)

Leading the Organization

Boards and commissions should lead their organizations. They should ensure that the purpose for the organization is defined and establish overall goals for the organization. Appointed boards and commissions should develop a mission statement to help them lead their organization and should communicate the mission statement and goals to management.

A mission statement should define the purpose of the organization, incorporating any legal mandates (e.g., port authorities have a purpose specified in state statutes). A mission statement should also focus on the impact the organization intends to make in citizens' lives. Boards should focus on the future of their organizations. They should maintain a strategic perspective, engage in long-term planning, and articulate the vision for their organizations.

Most boards report taking action to lead their organization.

Responses from the checklist indicate that most boards and commissions have adopted practices to lead their organizations. All but one of the responding organizations set overall goals for the organization, however, three responses indicated the board has not engaged in strategic planning. (See Exhibit 2.)

Exhibit 2. Responses on Leading the Organization

Good Governance Practices	Yes	No	Don't Know	N/A	Total ⁶
The board set overall goals for the organization.	13	1	0	0	14
The board prepared a mission statement.	12	1	0	1	14
Goals describe the end result of the organization's activities.	10	0	0	3	13
The board communicated organizational goals to management.	10	0	0	4	14
The board has engaged in strategic planning.	10	3	0	0	13

Source: Governance Assessment Checklist Responses.

Set Policies Delineating Management’s Responsibilities

To strengthen accountability and the effectiveness of the organization, boards should adopt policies that clearly define board and management responsibilities. The degree of separation between board duties and staff duties can vary from total separation of duties to cooperative work on emerging issues. Boards should specify who in the organization should set goals, who should determine which programs and services will be offered, who should set the organizational structure, and who should ensure adequate resources to implement organizational goals.

The chief executive officer (CEO) of an organization is normally responsible for implementing programs and performing managerial activities to achieve the organizational goals. In that case, all management related policies including authority and responsibility should be addressed to the CEO. The CEO should have the latitude to determine how goals will be achieved, as long as the methods are not explicitly prohibited by board policies.

Boards can also prescribe certain financial and budget management practices. The Government Finance Officers Association and the National Advisory Council on State and Local Budgeting recommend adopting and periodically reviewing financial planning, revenue, and expenditure policies.

Most boards report adopting policies delineating responsibilities. Most responding boards and commissions reported having adopted policies that prohibit unethical or unacceptable actions by management and policies that guide financial planning, revenue, and expenditures with policies addressed to the CEO. Nearly half of the organizations said policies delineate the power of the CEO, but prescribing board-CEO relationships were not applicable. (See Exhibit 3.)

⁶ Questions left blank by responding organizations were omitted in the total.

Exhibit 3. Responses on Setting Policies Delineating Responsibilities

Good Governance Practices	Yes	No	Don't Know	N/A	Total ⁷
The board adopted policies that delineate the power of the CEO.	7	2	0	5	14
The board adopted policies that prohibit management actions that are unethical or unacceptable.	10	0	0	4	14
The board adopted policies that prescribe board-CEO relationship.	5	1	1	6	13
Management-related policies are addressed to the CEO.	9	0	1	4	14
The board adopted any financial planning, revenue, and expenditure policies.	12	0	2	0	14

Source: Governance Assessment Checklist Responses.

Ensure Management Compliance with Board Directives

Boards and commissions should have assurance that management is working toward achieving organizational goals at a reasonable cost. The CEO is accountable for staff's compliance with the board's policies, existing laws, and ethical standards. Appointed boards and commissions should institute regular reporting by the CEO to ensure management compliance with board policies, existing laws, and ethical standards. Boards should adopt policies, which define what the CEO must report on and when. Policies should provide criteria against which the CEO reports will be compared.

To have assurance that management complies with a board's directives, laws, and ethical standards, the board should establish an audit committee and an independent internal audit function. The internal auditor should report to the CEO, be independent of the accounting and finance function, and have direct access to the board's audit committee. If organizations cannot establish their own internal audit function because of their size, they should outsource the assessment of internal controls and management compliance. Boards should provide for regular external audits of the organization's financial statements.

Oversight of management compliance with board directives could be strengthened. All but one responding organization reported providing for the external review of their financial statements and most responding organizations reported specifying what the CEO must report on and when. About half of the responding organizations reported defining criteria against which the CEO reports will be compared and providing for an internal audit function. One-third of the organizations reported having an audit committee. Few organizations report that the internal

⁷ Questions left blank by responding organizations were omitted in the total.

auditor is independent from the accounting and finance function.
(See Exhibit 4.)

Exhibit 4. Responses on Management Compliance with Board Directives

Good Governance Practices	Don't				Total ⁸
	Yes	No	Know	N/A	
The board specified what the CEO must report on and when.	10	0	1	3	14
The board defined the criteria against which the CEO reports will be compared.	7	2	1	3	13
The board organized an audit committee.	5	6	0	3	14
The board provided for an internal audit function.	6	6	0	2	14
The internal auditor is independent from the accounting and finance function.	4	2	1	7	14
The internal auditor has access to the audit committee.	4	1	0	9	14
The board provided for external review of the organization's financial statements.	13	0	0	1	14

Source: Governance Assessment Checklist Responses.

Ensure Accountability for Achieving Organizational Goals

Unlike for-profit organizations, which measure their success or failure by the profit generated, governmental organizations do not have a universal indicator of whether they are accomplishing their mission. Therefore, boards and commissions should continually monitor progress towards accomplishing the organization's mission and evaluate whether goals are relevant.

Appointed boards and commissions should hold the CEO responsible for achieving organizational goals and assess the CEO's performance in terms of that achievement. In addition to requiring CEO reports on a regular basis on whether the organization is meeting its goals, boards should also seek information from sources independent of management such as surveys, focus groups, outside experts, stakeholders, and constituents. Evaluating the organization's progress in meeting its goals should include reviewing and, if necessary, updating the organization's mission, goals, and policies.

Most respondents report holding their organization accountable for achieving goals. Most of the responding boards and commissions reported having practices to monitor organizational progress for fulfilling missions and having reviewed and updated their policies, mission statements, and goals. Only three responding organizations reported seeking information on

⁸ Questions left blank by responding organizations were omitted in the total.

whether the organization is achieving its goals from sources independent of management. (See Exhibit 5.)

Exhibit 5. Responses on Accountability for Achieving Organizational Mission and Goals

Good Governance Practices	Yes	No	Don't Know	N/A	Total
The board monitored the organization's progress toward accomplishing its mission.	11	2	0	1	14
The board holds the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals.	9	0	0	5	14
The board has assessed the CEO's performance.	8	2	0	4	14
The board reviewed and updated the policies, mission statement, and goals.	10	2	0	2	14
The board sought information on whether the organization is achieving its goals from sources independent of management.	3	6	2	3	14

Source: Governance Assessment Checklist Responses.

Ensure a High Level of Board Performance and Effectiveness

To ensure a high level of board and commission performance and effectiveness, boards and commissions should organize their work. Appointed boards and commissions should define board activities and how board business will be conducted. In addition, boards should regulate individual board member behavior. For that purpose, boards should develop a board manual or by-laws and job descriptions for individual board members. The manual should describe how board meetings are conducted, how the committees are structured, and how decisions are communicated.

Individual board members should be responsible for their behavior as it relates to working with other board members and staff. Boards should adopt and follow a code of ethics. Boards should conduct orientation for new members, and implement ongoing training for the board. Boards should enforce an attendance/absenteeism policy and have regular collective board self-evaluations. Boards should deliberate in many voices, but decide and operate as one. Although individual board members can and should request information from staff (preferably from the CEO), only the board as a whole should direct staff through the CEO to perform any activity.

Boards collectively should lead rather than react. They should set and control the agenda. City, state, and federal legislation sometimes requires board approval of purely administrative issues such as purchasing contracts and personnel actions. In order to avoid micro-management, boards should affirm management decisions on these issues, often without the need for discussion.

This can be done by putting these issues on a separate agenda for automatic approval in board meetings.

Boards have some opportunities to strengthen their performance and effectiveness. Most boards report setting and controlling the agenda; adopting policies for conducting meetings, committee structures, and communicating decisions; and adopting by-laws, a code of ethical conduct, and a conflict of interest policy. Many boards report providing an orientation for new members. Less than half of the boards report ongoing training for board members or developing job descriptions for members. Only one board reports adopting or enforcing attendance/absenteeism policy. (See Exhibit 6.)

Exhibit 6. Responses on Board Performance and Effectiveness

Good Governance Practices	Yes	No	Don't Know	N/A	Total
The board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and the decisions are communicated.	11	2	0	1	14
The board adopted a board manual or by-laws.	10	3	0	1	14
The board adopted a code of ethical conduct.	9	1	0	4	14
The board adopted a conflict of interest policy.	9	3	0	2	14
The board developed job descriptions for board members.	3	5	0	6	14
The board had an orientation for new members.	8	4	0	2	14
The board had ongoing training for the board members.	5	7	0	2	14
The board adopted and enforced an attendance/absenteeism policy.	1	10	0	3	14
The board had a collective self-evaluation.	3	7	1	3	14
The board set and controlled the agenda.	13	1	0	0	14

Source: Governance Assessment Checklist Responses.

Representing the “Owners” of the Organization

City boards and commissions represent the people of Kansas City. Citizens are the ultimate owners of organizations governed by city boards and commissions. Board members’ behavior should reflect the belief that they are trustees for the citizens. Appointed boards and commissions should know whom the board represents collectively and be accountable to the Mayor and the Council. Boards should seek to enhance the external image and credibility of their organizations. To be effective, boards need to communicate and cooperate with other organizations in the city to understand how their own organization fits within the city’s big picture.

The goal of any city organization should be to make a difference in the lives of Kansas City residents. In their activities, boards interact with multiple stakeholders representing the interests of various groups within the city. It is important that boards appreciate the different interests of these groups, but still act based on the need to promote the general interest of the people of Kansas City.

The Mayor of Kansas City makes appointments to the Board of Parks and Recreation Commissioners and component units. To assist the Mayor or Appointing Official in choosing candidates for appointment, boards should develop job descriptions and a written board profile with a description of desired knowledge, skills, abilities, and other characteristics for prospective board members. Board appointments should be made with consideration of the needs of the board and the skills and qualifications of potential candidates.

Board business should always be conducted in accordance with the Missouri Sunshine Law.⁹ Absent some compelling reason recognized in the law, regular board meetings must be open to public scrutiny. Boards should gather evidence of stakeholders' concerns, needs, and demands, and board members should have direct contact with the citizens and their representatives, including the Mayor and the City Council.

Strengthening elements of board member recruitment could improve representing the public interest. All but one board reported complying with Missouri Sunshine Law, with the one board stating the Law was not applicable. Most boards reported considering how their activities fit within the city's "big picture" and assessing the needs and concerns of the people of Kansas City. Less than half of the boards reported having meetings with the Mayor and City Council, developing a board profile to help in choosing candidates for appointments, or creating job descriptions for candidates. (See Exhibit 7.)

⁹ RSMo Sections 610.010 – 610.029.

Exhibit 7. Responses on Representing the Public Interest

Good Governance Practices	Yes	No	Don't Know	N/A	Total ¹⁰
The board had meetings with the Mayor and City Council.	5	8	0	1	14
The board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities.	9	2	1	2	14
The board conducted business in accordance with the Missouri Sunshine Law.	13	0	0	1	14
The board communicated with other city boards and organizations to see how its activities fit within the city's "big picture".	10	3	0	1	14
The board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board.	4	6	1	3	14
The board profile describes the desired knowledge, skills, abilities, and other characteristics for prospective board members.	5	1	1	6	13
The board developed job descriptions for candidates for appointment.	2	5	1	6	14

Source: Governance Assessment Checklist Responses.

¹⁰ Questions left blank by responding organizations were omitted in the total.

Appendix A

Governance Assessment Checklist

Governance Assessment Checklist 2019

Please check the applicable boxes.

Boards should establish overall goals for the organization:

1a. Has the board set overall goals for the organization?

- Yes
- No
- Don't know
- Not applicable

1b. Has the board prepared a mission statement?

- Yes
- No
- Don't know
- Not applicable

1c. Do the goals describe the end result of the organization's activities?

- Yes
- No
- Don't know
- Not applicable

1d. Has the board communicated organizational goals to management?

- Yes
- No
- Don't know
- Not applicable

1e. Has the board engaged in strategic planning?

- Yes
- No
- Don't know
- Not applicable

Boards should adopt policies that delineate board and staff responsibilities:

2a. Has the board adopted policies that delineate the power of the CEO?

- Yes
- No
- Don't know
- Not applicable

2b. Has the board adopted policies that prohibit management actions that are unethical or unacceptable?

- Yes
- No
- Don't know
- Not applicable

2c. Has the board adopted policies that prescribe board-CEO relationship?

- Yes
- No
- Don't know
- Not applicable

2d. Are management-related policies addressed to the CEO?

- Yes
- No
- Don't know
- Not applicable

2e. Has the board adopted any financial planning, revenue, and expenditure policies?

- Yes
- No
- Don't know
- Not applicable

Boards should ensure management compliance with board directives:

3a. Has the board specified what the CEO must report on and when?

- Yes
- No
- Don't know
- Not applicable

3b. Has the board defined the criteria against which the CEO reports will be compared?

- Yes
- No
- Don't know
- Not applicable

3c. Has the board organized an audit committee?

- Yes
- No
- Don't know
- Not applicable

3d. Has the board provided for an internal audit function?

- Yes
- No
- Don't know
- Not applicable

3e. Is the internal auditor independent from the accounting and finance function?

- Yes
- No
- Don't know
- Not applicable

3f. Does the internal auditor have access to the audit committee?

- Yes
- No
- Don't know
- Not applicable

3g. Has the board provided for external review of the organization's financial statements?

- Yes
- No
- Don't know
- Not applicable

Boards should ensure accountability for achieving the organization's goals:

4a. Has the board monitored the organization's progress toward accomplishing its mission?

- Yes
- No
- Don't know
- Not applicable

4b. Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?

- Yes
- No
- Don't know
- Not applicable

4c. Has the board assessed the CEO's performance?

- Yes
- No
- Don't know
- Not applicable

4d. Has the board reviewed and updated the policies, mission statement, and goals?

- Yes
- No
- Don't know
- Not applicable

4e. Has the board sought information on whether the organization is achieving its goals from sources independent of management?

- Yes
- No
- Don't know
- Not applicable

Boards should ensure a high level of board performance and effectiveness:

5a. Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and decisions are communicated?

- Yes
- No
- Don't know
- Not applicable

5b. Has the board adopted a board manual or by-laws?

- Yes
- No
- Don't know
- Not applicable

5c. Has the board adopted a code of ethical conduct?

- Yes
- No
- Don't know
- Not applicable

5d. Has the board adopted a conflict of interest policy?

- Yes
- No
- Don't know
- Not applicable

5e. Has the board developed job descriptions for board members?

- Yes
- No
- Don't know
- Not applicable

5f. Has the board had an orientation for new members?

- Yes
- No
- Don't know
- Not applicable

5g. Has the board had ongoing training for the board members?

- Yes
- No
- Don't know
- Not applicable

5h. Has the board adopted and enforced an attendance/absenteeism policy?

- Yes
- No
- Don't know
- Not applicable

5i. Has the board had a collective self-evaluation?

- Yes
- No
- Don't know
- Not applicable

5j. Has the board set and controlled the agenda?

- Yes
- No
- Don't know
- Not applicable

Boards should represent the people of Kansas City:

6a. Has the board had meetings with the Mayor and City Council?

- Yes
- No
- Don't know
- Not applicable

6b. Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?

- Yes
- No
- Don't know
- Not applicable

6c. Has the board conducted business in accordance with the Missouri Sunshine Law?

- Yes
- No
- Don't know
- Not applicable

6d. Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?

- Yes
- No
- Don't know
- Not applicable

6e. Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?

- Yes
- No
- Don't know
- Not applicable

6f. Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

- Yes
- No
- Don't know
- Not applicable

6g. Has the board developed job descriptions for candidates for appointment?

- Yes
- No
- Don't know
- Not applicable

Please indicate the name and contact information for the person(s) completing this checklist:

Name

Title / Position

Organization / Agency

Address

Phone

E-mail

Fax

Please contact Jonathan Lecuyer at (816) 513-3302 or jonathan.lecuyer@kemo.org if you have questions.
Completed checklists may be mailed or faxed to:

Jonathan Lecuyer, Auditor
City Auditor's Office
Room 2103
414 E. 12th Street
Kansas City, Missouri 64106
Fax Number: (816) 513-3305

Appendix B

Checklist Responses by Organization

American Jazz Museum, Inc.

2018 Expenditures - \$3,092,000

The American Jazz Museum, Inc. is responsible for overseeing the operation of the American Jazz Museum, the GEM Theatre, the Blue Room, the Horace Peterson III Visitors Center, and the common areas of the Museum at 18th and Vine. The city has determined to include the American Jazz Museum as a component unit in order to prevent its financial statements from being misleading.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization ¹¹	4	0	0	1	5
Setting policies delineating responsibilities	2	0	3	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	3	1	1	0	5
Ensuring high board performance and effectiveness	5	3	0	2	10
Representing the public interest	3	3	1	0	7

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The respondent answered "No" to the following questions:

- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Has the board assessed the CEO's performance?¹²
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?

The respondent answered "Don't Know" to the following questions:

- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board adopted any financial planning, revenue, and expenditure policies?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Do the goals describe the end result of the organization 's activities?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board developed job descriptions for board members?
- Has the board had an orientation for new members?

¹¹ Respondent wrote on form: "In Process" on questions to which they answered "Yes".

¹² Respondent wrote on form: "Too new".

Board of Parks and Recreation Commissioners

2018 Expenditures - \$64,050,300

The Board of Parks and Recreation Commissioners controls the city's Parks and Recreation Department and appoints the director. The board provides for, improves, develops, and maintains parks, playgrounds, community centers, parkways, boulevards, recreation and educational programs, and other resources as assigned by the City Council. The Mayor appoints all five members of the board and designates the board president.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	4	0	0	1	5
Ensuring compliance with board directives	4	1	0	2	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	3	4	0	3	10
Representing the public interest	4	2	0	1	7

39

The respondent answered "No" to the following questions:

- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board adopted policies that prescribe the board-CEO relationship?
- Has the board organized an audit committee?
- Does the internal auditor have access to the audit committee?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board developed job descriptions for board members?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

Board of Police Commissioners of Kansas City, Missouri

2018 Expenditures - \$262,060,000

The Board of Police Commissioners of Kansas City, Missouri, is responsible for overseeing police services for the city and is governed by a five-member board. The Mayor is a member, with the four remaining members appointed by the governor of Missouri. Under state statutes, the city must provide funding to the board amounting to at least 20 percent of the city's general revenues. Further, the board cannot levy taxes or issue bonded debt, powers that are held by the city, to the benefit of the board. As a result of the board's fiscal dependency upon the city, the city is financially accountable for the board.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	4	1	0	0	5
Setting policies delineating responsibilities	2	0	0	3	5
Ensuring compliance with board directives	4	1	0	2	7
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	7	2	0	1	10
Representing the public interest	4	0	0	3	7

39

The respondent answered "No" to the following questions:

- Has the board engaged in strategic planning?
- Has the board provided for an internal audit function?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board adopted policies that delineate the power of the CEO?¹³
- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?¹³
- Has the board adopted policies that prescribe board-CEO relationship?¹³
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board developed job descriptions for board members?¹³
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

¹³ Respondent wrote on form: "Statutory".

Downtown Economic Stimulus Authority of Kansas City, Missouri

2018 Expenditures - \$1,023,493

The Downtown Economic Stimulus Authority of Kansas City, Missouri, reviews development projects vying to use the state revenues authorized by the Missouri Downtown Economic Stimulus Authority and makes formal recommendations to the City Council and Missouri Development Finance Board. The Mayor appoints 12 of the 13 members of the board.

The Downtown Economic Stimulus Authority did not respond to our assessment checklist as required by city ordinance.

Economic Development Corporation of Kansas City, Missouri

2018 Expenditures - \$5,606,112

The Economic Development Corporation (EDC) is a 501(c)(4) not-for-profit business development organization funded by both public and private sector monies. City officials constitute three of the nine members of the EDC board of directors. The Mayor appoints an additional five at-large members. The EDC provides a financial benefit to the city by performing economic development services that retain and grow Kansas City, Missouri, businesses.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	7	0	0	0	7
Ensuring accountability for achieving goals	4	0	1	0	5
Ensuring high board performance and effectiveness	8	1	1	0	10
Representing the public interest	4	1	2	0	7

39

The respondent answered "No" to the following questions:

- Has the board had ongoing training for the board members?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Don't Know" to the following questions:

- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board had a collective self-evaluation?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

EDC Loan Corporation

2018 Expenditures - \$336,039

The EDC Loan Corporation is a non-profit corporation that specializes in lending and financing to small business. Its goal is to use its resources and efforts to partner with not only small businesses, but also local lenders to assist in various forms of financing. There are programs to help all kinds of needs: acquisition of land and buildings; new construction or renovations; machinery and equipment; and working capital.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category ¹⁴
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	3	1	0	0	4
Ensuring compliance with board directives	5	1	1	0	7
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	9	1	0	0	10
Representing the public interest	6	1	0	0	7

38

The respondent answered "No" to the following questions:

- Has the board adopted policies that delineate the power of the CEO?
- Has the board organized an audit committee?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had meetings with the Mayor and City Council?

The respondent left the following question blank:

- Has the board adopted policies that prescribe board-CEO relationship?

The respondent answered "Don't Know" to the following question:

- Has the board specified what the CEO must report on and when?

¹⁴ Questions left blank by responding organizations were omitted in the total.

Kansas City Maintenance Reserve Corporation

2018 Expenditures - \$13,000

The Kansas City Maintenance Reserve Corporation (MRC) administers a home maintenance program provided to certain homeowners participating in loan programs formerly administered for the city by the Housing and Economic Development Financial Corporation. The MRC is governed by a four-member board of directors appointed by the city manager. Funding of the MRC's activities is provided primarily by federal grants obtained by the city.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	2	0	0	3	5
Ensuring compliance with board directives	2	1	0	4	7
Ensuring accountability for achieving goals	0	3	0	2	5
Ensuring high board performance and effectiveness	2	5	0	3	10
Representing the public interest	2	1	0	4	7

39

The respondent answered "No" to the following questions:

- Has the board organized an audit committee?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and decisions are communicated?
- Has the board adopted a board manual or by-laws?
- Has the board adopted a conflict of interest policy?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board had meetings with the Mayor and City Council?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board provided for an internal audit function?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board provided for external review of the organization's financial statements?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board adopted a code of ethical conduct?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?

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- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

Kansas City, Missouri Homesteading Authority

2018 Expenditures - \$264,000

The Kansas City, Missouri Homesteading Authority acts as a recipient of federal, state, local, or private funds and real estate to be used for housing, community development, economic activities, and other related activities within Kansas City, Missouri. The board of directors consists of seven members. Five of the members are appointed by the city manager and two are appointed by the Mayor.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	3	1	0	1	5
Setting policies delineating responsibilities	1	0	0	4	5
Ensuring compliance with board directives	1	0	0	6	7
Ensuring accountability for achieving goals	1	0	0	4	5
Ensuring high board performance and effectiveness	1	3	0	6	10
Representing the public interest	3	3	0	1	7

39

The respondent answered "No" to the following questions:

- Has the board engaged in strategic planning?
- Has the board adopted a board manual or by-laws?
- Has the board adopted a conflict of interest policy?
- Has the board had an orientation for new members?
- Has the board had meetings with the Mayor and City Council?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board communicated organizational goals to management?
- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board specified what the CEO must report on and when?
- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Does the board hold the CEO responsible for the organization's performance as it related to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?

2019 Governance Assessment

- Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and decisions are communicated?
- Has the board adopted a code of ethical conduct?
- Has the board developed job descriptions for board members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board developed job descriptions for candidates for appointment?

Kansas City International Airport Community Improvement District

2018 Expenditures - \$725,000

The Kansas City International Airport Community Improvement District (KCICID) collects sales and use taxes to address economic, social, and infrastructure needs within the district as well as providing management, operational, and ownership duties for all real and personal property either owned by, leased to, or leased from the KCICID. The Mayor appoints all five members of the KCICID board of directors.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	3	0	0	2	5
Setting policies delineating responsibilities	1	0	0	4	5
Ensuring compliance with board directives	2	2	0	3	7
Ensuring accountability for achieving goals	1	0	0	4	5
Ensuring high board performance and effectiveness	2	0	0	8	10
Representing the public interest	0	0	0	7	7

39

The respondent answered "No" to the following questions:

- Has the board organized an audit committee?
- Is the internal auditor independent from the accounting and finance function?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board prepared a mission statement?
- Has the board communicated organizational goals to management?
- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management related policies addressed to the CEO?
- Has the board specified what the CEO must report on and when?
- Has the board defined the criteria against which the CEO reports will be compared?
- Does the internal auditor have access to the audit committee?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board reviewed and updated the policies, mission statement, and goals?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board adopted a board manual or by-laws?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board developed job descriptions for board members?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?

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- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board conducted business in accordance with the Missouri Sunshine Law?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?
- Has the board developed job descriptions for candidates for appointment?

Land Bank of Kansas City, Missouri

2018 Expenditures - \$8,938,000

The Land Bank of Kansas City, Missouri, manages, sells, transfers, and disposes of interests in real estate in accordance with Chapter 74, Code of Ordinances of Kansas City, Missouri. The Mayor appoints three members of the five-member board of commissioners.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	4	0	1	0	5
Ensuring compliance with board directives	2	3	2	0	7
Ensuring accountability for achieving goals	3	2	0	0	5
Ensuring high board performance and effectiveness	4	6	0	0	10
Representing the public interest	5	1	0	1	7

39

The respondent answered "No" to the following questions:

- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Does the internal auditor have access to the audit committee?
- Has the board assessed the CEO's performance?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board developed job descriptions for board members?
- Has the board had an orientation for new members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board set and controlled the agenda?
- Has the board had meetings with the Mayor and City Council?

The respondent answered "Don't Know" to the following questions:

- Has the board adopted any financial planning, revenue, and expenditure policies?
- Has the board defined the criteria against which the CEO reports will be compared?
- Is the internal auditor independent from the accounting and finance function?

The respondent answered "Not Applicable" (N/A) to the following question:

- Has the board developed job descriptions for candidates for appointment?

Land Clearance Redevelopment Authority

2018 Expenditures - \$14,001,966

The Land Clearance for Redevelopment Authority (LCRA) is responsible for eliminating blight within the city limits by acquiring and preparing land for redevelopment. The Mayor appoints all five members of the board of commissioners. The city approves certain project budgets of the LCRA and provides a significant amount of revenue.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	4	0	0	1	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	3	1	0	3	7
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	6	4	0	0	10
Representing the public interest	1	4	1	1	7

39

The respondent answered "No" to the following questions:

- Has the board provided for an internal audit function?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board developed job descriptions for board members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?¹⁵
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Don't Know" to the following question:

- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board organized an audit committee?¹⁶
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

¹⁵ Respondent wrote on form: "Board Chairman only."

¹⁶ Respondent wrote on form: "With only 5 members, LCRA Board serves as the Audit Committee."

Performing Arts Community Improvement District

2018 Expenditures - \$184,000

The Performing Arts Community Improvement District (PACID) collects sales taxes and fees, rents, and other charges within the district for the purpose of funding the expansion and improvements of the downtown Kansas City, Missouri, area surrounding Bartle Hall and the Performing Arts Center. The Mayor appoints all eight members of the PACID board of directors.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category ¹⁷
Leading the organization	2	2	0	1	5
Setting policies delineating responsibilities	1	0	0	4	5
Ensuring compliance with board directives	1	2	0	4	7
Ensuring accountability for achieving goals	1	1	0	3	5
Ensuring high board performance and effectiveness	2	8	0	0	10
Representing the public interest	2	4	0	0	6

38

The respondent answered "No" to the following questions:

- Has the board prepared a mission statement?
- Has the board engaged in strategic planning?
- Has the board organized an audit committee?
- Has the board provided for an internal audit function?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board adopted policies that prescribe board activities and the manner in which board meetings are conducted, the committees are structured, and the decisions are communicated?
- Has the board adopted a board manual or by-laws?
- Has the board adopted a code of ethical conduct?
- Has the board adopted a conflict of interest policy?
- Has the board developed job descriptions for board members?
- Has the board had ongoing training for the board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board communicated with other city boards and organizations to see how its activities fit within the city's "big picture"?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board communicated organizational goals to management?¹⁸
- Has the board adopted policies that delineate the power of the CEO?¹⁹

¹⁷ Questions left blank by responding organizations were omitted in the total.

¹⁸ Respondent wrote on form: "There is no managerial staff."

¹⁹ Respondent wrote on form: "There is no CEO."

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- Has the board adopted policies that prohibit management actions that are unethical or unacceptable?
- Has the board adopted policies that prescribe board-CEO relationship?
- Are management-related policies addressed to the CEO?
- Has the board specified what the CEO must report on and when?
- Has the board defined the criteria against which the CEO reports will be compared?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board assessed the CEO's performance?
- Has the board reviewed and updated the policies, mission statement, and goals?

The respondent left the following question blank:

- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?

Port Authority of Kansas City, Missouri

2018 Expenditures - \$3,632,000

The Port Authority of Kansas City, Missouri, (Port Authority) is responsible for the planning and development of the Missouri River and other development areas in the Kansas City, Missouri, corporate limits. The Mayor appoints all nine members of the board of commissioners. The Port Authority promotes economic development and job creation within the city.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	5	0	0	0	5
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	6	1	0	0	7
Ensuring accountability for achieving goals	5	0	0	0	5
Ensuring high board performance and effectiveness	8	1	0	1	10
Representing the public interest	6	0	0	1	7

39

The respondent answered "No" to the following questions:

- Is the internal auditor independent from the accounting and finance function?
- Has the board adopted and enforced an attendance/absenteeism policy?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Has the board developed job descriptions for board members?
- Has the board developed job descriptions for candidates for appointment?

Strategic Initiatives Fund²⁰

2018 Expenditures - \$55,948

The Strategic Initiatives Fund is a nonprofit corporation that manages public and private funds and development incentives to acquire, construct, maintain, and operate redevelopment projects. The Strategic Initiatives Fund has a five-member board of directors consisting of four Economic Development Corporation (EDC) board members, including a city council member and the president of the EDC. The city has provided significant funding, by use of federal grants, to the Strategic Initiatives Fund, which reflects the fund's dependence on the city.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category ²¹
Leading the organization	3	0	0	0	3
Setting policies delineating responsibilities	5	0	0	0	5
Ensuring compliance with board directives	6	0	0	0	6
Ensuring accountability for achieving goals	4	1	0	0	5
Ensuring high board performance and effectiveness	8	2	0	0	10
Representing the public interest	6	1	0	0	7
					36

The respondent answered "No" to the following questions:

- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Has the board developed job descriptions for board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had meetings with the Mayor and City Council?

The respondent left the following questions blank:

- Do the goals describe the end result of the organization's activities?
- Has the board engaged in strategic planning?
- Has the board defined the criteria against which the CEO reports will be compared?

²⁰ Formerly known as the EDC Charitable Fund.

²¹ Questions left blank by responding organizations were omitted in the total.

Tax Increment Financing Commission of Kansas City, Missouri

2018 Expenditures - \$226,139,606

The Tax Increment Financing Commission of Kansas City, Missouri, (TIFC) uses tax increment financing as a method to finance redevelopment project expenses through payments in lieu of taxes and economic activity taxes. The Mayor appoints a voting majority of the commissioners. The TIFC redevelops blighted, substandard, and economically underutilized areas within the city.

Summary of Responses

Core Governance Functions	Yes	No	Don't Know	N/A	Total by Category
Leading the organization	2	1	0	2	5
Setting policies delineating responsibilities	3	2	0	0	5
Ensuring compliance with board directives	3	2	0	2	7
Ensuring accountability for achieving goals	2	1	0	2	5
Ensuring high board performance and effectiveness	7	3	0	0	10
Representing the public interest	2	4	0	1	7

39

The respondent answered "No" to the following questions:

- Has the board set overall goals for the organization?
- Has the board adopted policies that delineate the power of the CEO?
- Has the board adopted policies that prescribe board-CEO relationship?
- Has the board defined the criteria against which the CEO reports will be compared?
- Has the board provided for an internal audit function?
- Has the board monitored the organization's progress toward accomplishing its mission?
- Has the board developed job descriptions for board members?
- Has the board adopted and enforced an attendance/absenteeism policy?
- Has the board had a collective self-evaluation?
- Has the board had meetings with the Mayor and City Council?
- Has the board assessed the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?
- Has the board developed a "board profile" to help the Mayor or Appointing Official in choosing candidates for appointments to the board?
- Has the board developed job descriptions for candidates for appointment?

The respondent answered "Not Applicable" (N/A) to the following questions:

- Do the goals describe the end result of the organization's activities?
- Has the board communicated organizational goals to management?
- Is the internal auditor independent from the accounting and finance function?
- Does the internal auditor have access to the audit committee?
- Does the board hold the CEO responsible for the organization's performance as it relates to the achievement of overall organizational goals?
- Has the board sought information on whether the organization is achieving its goals from sources independent of management?
- Does the board profile describe the desired knowledge, skills, abilities, and other characteristics for prospective board members?