



Office of the City Auditor  
Performance Audit  
September 2023

# 2023 Governance Assessment: Component Unit Boards and Commissions



21<sup>st</sup> Floor, City Hall, 414 E. 12<sup>th</sup> St.  
Kansas City, Missouri 64106

Douglas Jones, CGAP, CIA, CRMA – City Auditor  
816-513-3300  
cityauditor@kcmo.org

KCMO.GOV/CITYAUDITOR  
@KCMOCityAuditor



## Office of the City Auditor

21<sup>st</sup> Floor, City Hall  
414 East 12<sup>th</sup> Street  
Kansas City, Missouri 64106

(816) 513-3300  
Fax: (816) 513-3305

September 11, 2023

Honorable Mayor and Members of the City Council:

Governance is the exercise of authority, direction, and control by a governing board. Boards and commissions are responsible for overseeing important public functions and activities in Kansas City government, including policing, maintenance of parks, and development incentives. Because of their role, the city code requires the City Auditor to distribute a governance checklist to boards and commissions at least once every four years.

This year, we will be issuing two governance assessment reports. This report surveyed component unit boards and commissions and the Board of Parks and Recreation, and a second report which surveyed select boards and commissions whose members are required to file financial disclosures with the city. The second report will be released in October.

For this report, we sent governance checklists to 15 boards and commissions that spent about \$442 million in Fiscal Year 2022. Fourteen of these boards completed and returned the checklist.

Most of the boards and commissions reported incorporating good governance practices to lead their organization, adopt policies outlining management responsibilities, ensure management compliance with Board Directives, and establish accountability for achieving organizational goals. Some responses, however, identified opportunities to mitigate risks that can have a negative impact on board performance and representing the public interest.


This audit is intended to help the City Council understand and evaluate whether unmanaged risks are acceptable given the specific purpose of each board. Answers of "No", "Don't Know", or "N/A" could indicate boards have unmanaged risks that need to be addressed. Good governance policies manage risks that may prevent the organization from achieving its purpose. Responses to the self-assessment checklists identified strengths and potentially unmanaged risks in the six core good governance functions.

The City Council can consider taking the following steps if they determine a particular board's governance practices have unmanaged risks:

- Publicly encourage the board or commission to incorporate good governance practices.
- Issue a resolution directing the board or commission to incorporate good governance practices.
- Engage a governance expert to work with boards to implement good governance practices.
- Direct the city auditor to follow up with boards to reassess implementation of good governance practices.

- Strengthen the Code of Ordinances to require that boards adopt/incorporate good governance practices such as an attendance policy, board profile, or new board member orientation, and submit a follow-up report on their governance practices.

We appreciate the boards' and commissions' cooperation in completing and returning the checklist assessments. The audit team for this project was Beth Pauley and Jonathan Lecuyer.



Douglas Jones, CGAP, CIA, CRMA  
City Auditor

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# 2023 Governance Assessment: Component Unit Boards and Commissions

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# Introduction

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## Audit Objective

*What governance practices are boards and commissions following?*

To answer our objective, we:

- sent electronic checklists to the city’s component units<sup>1</sup> and the Board of Parks and Recreation Commissioners, 15 boards in total.
- summarized the checklist results, and
- identified the governance risks that boards and commissions may experience if they are not following good governance practices.

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

We conducted this audit in accordance with Government Auditing Standards with the exception of reporting the views of responsible officials concerning the audit because we do not make any recommendations.

See Appendix A for more information about the audit objective, scope, methodology, and compliance with standards.

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## 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, many boards and commissions are responsible for allocating public resources and overseeing the provision of services. Unlike elected officials, these boards and commissions are not directly accountable to the voters for their actions.

Section 2-722 of the Code of Ordinances requires the city auditor to distribute a governance assessment checklist at least once every four years to appropriate governing or policy boards of the city, including component units<sup>1</sup>, and report the results to the Council.

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<sup>1</sup> 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

In Fiscal Year 2022, the boards and commissions we surveyed in this report spent about \$442 million. (See Exhibit 1.) Boards and commissions should follow good governance practices as they spend public funds for the public good.

Exhibit 1: Board and Commission Expenditures for Fiscal Year 2022

Component Units and Selected Agencies	2022
American Jazz Museum, Inc.	\$2,699,000
Board of Parks and Recreation Commissioners <sup>2</sup>	67,135,544
Board of Police Commissioners of Kansas City	220,140,000
Downtown Economic Stimulus Authority of KCMO	512,000
Economic Development Corporation of KCMO	4,949,000
EDC Loan Corporation <sup>3</sup>	3,270,683
Kansas City Maintenance Reserve Corporation	329,000
Kansas City, Missouri Homesteading Authority	282,000
KCI Airport Community Improvement District	960,000
Land Bank of Kansas City, Missouri	1,940,000
Land Clearance for Redevelopment Authority	3,646,000
Performing Arts Community Improvement District	242,000
Port Authority of Kansas City, MO	6,197,000
Strategic Initiatives Fund	238,000
Tax Increment Financing Commission of KCMO	129,246,000
<b>Total</b>	<b>\$441,786,227</b>

Source: Boards' and Commissions' audited financial statements and budget document, 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.<sup>4</sup>

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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.

<sup>2</sup> 2022 Adopted budget because actual expenditures not yet available.

<sup>3</sup> 2021 Expense.

<sup>4</sup> 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.9.



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.

For more information on Good Governance Practices, view our [\*2001 Good Governance Report\*](#).

Surveying boards and commissions' governance practices can help the City Council identify whether city boards and commissions have addressed governance risks.

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## Findings and Recommendations

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### Self-Reported Checklist Responses Identify Governance Strengths and Some Areas of Governance Risk

Responses to the self-assessment checklists identified areas where boards and commission reported incorporating good governance practices into their activities. The responses also identified opportunities to incorporate other practices to mitigate risks that can have a negative impact on board performance and achieving organization goals. Without good governance practices in place, boards and commissions may not mitigate those risks.

#### City Council Can Take Steps to Improve City Boards' Governance Practices

The checklist responses and this report are tools to help the Mayor and City Council assess the governance practices of Kansas City boards and commissions and identify risks to good governance.

The City Council is responsible for providing oversight to boards and commissions. The City Council develops rules for their operation and can hold them accountable for not following good governance practices.<sup>5</sup> In most cases, the Mayor appoints board members and commissioners, while some boards and commissions are appointed by a combination of council members and the Mayor.

The City Council can evaluate each board checklist response along with the duties and responsibilities of the board to determine appropriate action. Some boards have significant financial oversight, while others may have more of an advisory or policy role. Because of this, not all governance practices may apply to every board. If the City Council is unsure, they may discuss their questions with the board.

While evaluating the responses, Councilmembers should consider whether checklist responses "No", "N/A", and "Don't Know" pose governance risks for these boards and the City.

Below are some strategies the City Council can use when evaluating boards' potential risks:

- Assess whether governance practice is applicable to board.
- Attend board meetings to assess and ask questions.
- Ask board to attend city council committee meeting to discuss governance practices.

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<sup>5</sup> Code of Ordinances, Kansas City, Missouri, [Sec.2-723](#).

Following are steps the City Council can consider taking if they determine a particular board’s governance practices have opportunities for improvement:

- Publicly encourage the board or commission to incorporate good governance practices.
- Issue a resolution directing the board or commission to incorporate good governance practices.
- Engage a governance expert to work with boards to implement good governance practices.
- Direct the city auditor to follow up with boards to reassess implementation of good governance practices.
- Strengthen the Code of Ordinances to require that boards adopt/incorporate good governance practices such as an attendance policy, board profile, or new board member orientation, and submit a follow-up report on their governance practices.

**Assessment Responses by Core Governance Practices**

This section summarizes each board’s self-reported responses by core governance area. The Performing Arts Center CID did not provide us with a survey response as required by city code.

**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.

Exhibit 2: Number of Self-Reported Governance Practices in Place to Lead the Organization

Click a Board to see their complete response.

Board	Yes	No	Don't Know	N/A
<a href="#">American Jazz Museum, Inc</a>	4			
<a href="#">Board of Parks and Recreation Commissioners</a>	4			
<a href="#">Board of Police Commissioners</a>	4			
<a href="#">Economic Development Corporation</a>	4			
<a href="#">EDC Loan Corporation</a>	4			
<a href="#">Port Authority of KCMO</a>	4			
<a href="#">Strategic Initiatives Fund</a>	4			
<a href="#">TIF</a>	4			
<a href="#">Land Clearance for Redevelopment Authority</a>	3	1		
<a href="#">Kansas City International Airport Community Improvement District</a>	2			2
<a href="#">KCMO Homesteading Authority</a>	1	2		1
<a href="#">KCMO Maintenance Reserve Corporation</a>	1	2		2
<a href="#">Downtown Economic Stimulus Authority</a>				4
<a href="#">Land Bank of Kansas City, Missouri</a>		3		1

Source: Governance Assessment checklist responses, 2023.

Responses from the checklist indicate that most boards and commissions have adopted practices to lead their organizations including preparing a mission statement, performing long term strategic planning, and setting overall goals for the organization.

Boards that do not establish leadership practices leave their organization vulnerable to several risks including:

- Undefined organizational purpose.
- No consistent strategy.
- Inefficient use of or insufficient resources.
- No concrete goals to measure success and hold people accountable.

### Setting Policies Delineating Management Responsibilities

To strengthen the accountability and effectiveness of the organization, boards should adopt policies that clearly define board and management responsibilities.

Exhibit 3: Number of Self-Reported Governance Practices in Place to Set Policies Delineating Management Responsibilities

Click a Board to see their complete response.

Board	Yes	No	Don't Know	N/A
<a href="#">American Jazz Museum, Inc</a>	4			
<a href="#">Board of Police Commissioners</a>	4			
<a href="#">Downtown Economic Stimulus Authority</a>	4			
<a href="#">Economic Development Corporation</a>	4			
<a href="#">EDC Loan Corporation</a>	4			
<a href="#">Port Authority of KCMO</a>	4			
<a href="#">Strategic Initiatives Fund</a>	4			
<a href="#">TIF</a>	4			
<a href="#">Board of Parks and Recreation Commissioners</a>	3			1
<a href="#">KCMO Homesteading Authority</a>	3			1
<a href="#">Land Bank of Kansas City, Missouri</a>	3			1
<a href="#">KCMO Maintenance Reserve Corporation</a>	2			2
<a href="#">Land Clearance for Redevelopment Authority</a>	2			2
<a href="#">Kansas City International Airport Community Improvement District</a>	1			3

Source: Governance Risk Assessment checklist responses, 2023.

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 that are addressed to the CEO (or equivalent senior executive position).

Policies delineating responsibilities within the organization help reduce inefficiency stemming from miscommunication and misunderstanding including:

- Board taking on management’s day-to-day roles.
- Management not taking responsibility for the implementation of organizational goals.
- Management not budgeting or operating with sound financial practices.
- Management using unethical methods to achieve organizational goals.

**Ensuring Management Compliance with Board Directives**

Boards and commissions should have assurance that management is working toward achieving organizational goals at a reasonable cost.

Exhibit 4: Number of Self-Reported Governance Practices in Place to Ensure Management Compliance with Board Directives

Click a Board to see their complete response.

Board	Yes	No	Don't Know	N/A
<a href="#">American Jazz Museum, Inc</a>	3			
<a href="#">Economic Development Corporation</a>	3			
<a href="#">EDC Loan Corporation</a>	3			
<a href="#">Port Authority of KCMO</a>	3			
<a href="#">Strategic Initiatives Fund</a>	3			
<a href="#">TIF</a>	3			
<a href="#">Board of Police Commissioners</a>	2			1
<a href="#">Land Clearance for Redevelopment Authority</a>	2	1		
<a href="#">Board of Parks and Recreation Commissioners</a>	1			2
<a href="#">Downtown Economic Stimulus Authority</a>	1	1		1
<a href="#">KCMO Homesteading Authority</a>	1	2		
<a href="#">Kansas City International Airport Community Improvement District</a>	1	1		1
<a href="#">KCMO Maintenance Reserve Corporation</a>	1	1		1
<a href="#">Land Bank of Kansas City, Missouri</a>		1	2	

Source: Governance Risk Assessment checklist responses, 2023.

Most responding boards and commissions reported providing for the external review of their financial statements and specifying what the CEO (or equivalent senior executive position) must report on and when. Few reported that they had organized an audit committee.

Boards rely on information provided to them by management about the operation of the organization. Policies establishing the content and frequency of management reports, as well as policies

requiring external expertise to confirm report reliability, can address inherent conflict of interest risks of management reporting on their own performance.

### Ensuring Accountability for Achieving Organizational Goals

Boards and commissions should continually monitor progress towards accomplishing the organization’s mission and evaluate whether their goals are relevant.

Exhibit 5: Number of Self-Reported Governance Practices in Place to Ensure Accountability for Achieving Organizational Goals

Click a Board to see their complete response.

Board	Yes	No	Don't Know	N/A
<a href="#">American Jazz Museum, Inc</a>	3			
<a href="#">Board of Police Commissioners</a>	3			
<a href="#">Economic Development Corporation</a>	3			
<a href="#">EDC Loan Corporation</a>	3			
<a href="#">Port Authority of KCMO</a>	3			
<a href="#">Strategic Initiatives Fund</a>	3			
<a href="#">TIF</a>	3			
<a href="#">Board of Parks and Recreation Commissioners</a>	2	1		
<a href="#">KCMO Homesteading Authority</a>	2			1
<a href="#">Land Clearance for Redevelopment Authority</a>	2			1
<a href="#">Kansas City International Airport Community Improvement District</a>	1			2
<a href="#">Land Bank of Kansas City, Missouri</a>	1	1	1	
<a href="#">Downtown Economic Stimulus Authority</a>		2		1
<a href="#">KCMO Maintenance Reserve Corporation</a>		1		2

Source: Governance Risk Assessment checklist responses, 2023.

Most of the responding boards and commissions reported monitoring the organization’s progress toward accomplishing its mission. Half reported assessing the CEO’s (or equivalent senior executive position) performance.

Boards cannot know whether the organization is making progress toward their mission, if their goals are achieved, or whether their goals are still relevant without evaluating progress. Additionally, boards may lose the opportunity to identify resources based on updated goals and policies that are relevant to the success of their organization. If the board does not hold the CEO responsible for achieving organizational goals or assessing performance, the organization is at risk of not making progress towards its mission.

## Ensuring High Board Performance and Effectiveness

To ensure a high level of board and commission performance and effectiveness, boards and commissions should establish policies and procedures to govern their own activities.

Exhibit 6: Number of Self-Reported Governance Practices in Place to Ensure High Board Performance and Effectiveness

Click a Board to see their complete response.

Core Governance Functions	Yes	No	Don't Know	N/A
<a href="#">Port Authority of KCMO</a>	9			
<a href="#">Economic Development Corporation</a>	8	1		
<a href="#">Strategic Initiatives Fund</a>	8		1	
<a href="#">Board of Police Commissioners</a>	7			2
<a href="#">TIF</a>	7	2		
<a href="#">Downtown Economic Stimulus Authority</a>	6	3		
<a href="#">EDC Loan Corporation</a>	6	1	2	
<a href="#">Land Bank of Kansas City, Missouri</a>	6	3		
<a href="#">American Jazz Museum, Inc</a>	5	3	1	
<a href="#">Board of Parks and Recreation Commissioners</a>	5	2		2
<a href="#">KCMO Homesteading Authority</a>	5	3	1	
<a href="#">KCMO Maintenance Reserve Corporation</a>	5	3	1	
<a href="#">Land Clearance for Redevelopment Authority</a>	5	3		1
<a href="#">Kansas City International Airport Community Improvement District</a>	2			7

Source: Governance Risk Assessment checklist responses, 2023.

Most boards reported setting and controlling boards' agendas; adopting policies for conducting meetings; by-laws; a code of ethical conduct; and conflict of interest policy. Less than half reported providing an orientation for new board members, conducting a performance self-evaluation, and adopting or enforcing an attendance/absenteeism policy.

Without policies guiding their operations, boards face similar risks to the operation of an organization, such as:

- Lack of participation or attendance.
- Non-compliance with laws.
- Unethical behavior.
- Making decisions in one's own interest.
- Not understanding one's duties.
- Ad hoc or reactionary operation.

### Representing the Public Interest

City boards and commissions should represent the people of Kansas City. Residents 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 city's residents.

Exhibit 7: Number of Self-Reported Governance Practices in Place to Represent the Public Interest

Click a Board to see their complete response.

Board	Yes	No	Don't Know	N/A
<a href="#">Board of Parks and Recreation Commissioners</a>	5			
<a href="#">Board of Police Commissioners</a>	4			1
<a href="#">TIF</a>	4	1		
<a href="#">Downtown Economic Stimulus Authority</a>	3		1	1
<a href="#">Economic Development Corporation</a>	3	2		
<a href="#">EDC Loan Corporation</a>	3	1		1
<a href="#">KCMO Homesteading Authority</a>	3	2		
<a href="#">KCMO Maintenance Reserve Corporation</a>	3	2		
<a href="#">Land Bank of Kansas City, Missouri</a>	3		2	
<a href="#">Land Clearance for Redevelopment Authority</a>	3	2		
<a href="#">Port Authority of KCMO</a>	3	2		
<a href="#">Strategic Initiatives Fund</a>	3		2	
<a href="#">American Jazz Museum, Inc</a>	2	1		2
<a href="#">Kansas City International Airport Community Improvement District</a>				5

Source: Governance Risk Assessment checklist responses, 2023.

All but two boards reported complying with the Missouri Sunshine Law<sup>6</sup>, with two boards responding that the Law was not applicable. In addition to not following state law, boards not complying with Missouri's Sunshine Law are not providing the public with information necessary to ensure public trust.

Most boards reported assessing the needs and concerns of Kansas City residents. Less than half reported having meetings with the Mayor and City Council, developing a board profile to help in choosing candidates for board appointments, or creating job descriptions for board candidates.

Due to the nature of boards focusing on niche or special issues, and appointed membership they face risks to the way they represent the public such as:

- Special interest groups outweighing the needs, concerns, and demands of the general public.

<sup>6</sup> Mo. Rev. Stat § [610.010-610.011](#) (2004).



- Lack of community or constituency engagement in the decision making process.
- Lack of transparency in decisions made or the impacts of those decisions.
- Minority or disadvantaged populations not being consulted or included in the decision making process.

**Additional Questions to Encourage More Board Participation in Good Governance Survey**

This year, we added additional questions to encourage boards and commissions to complete this checklist collaboratively (Exhibit 8). Slightly over half of the boards reported discussing this survey collaboratively among their members and half reported discussing this survey at a public meeting.

Exhibit 8: Responses on Additional questions to Encourage Board Participation

Board Participation	Yes	No	Total
The Board or Commission met to discuss this checklist.	9	5	14
The checklist was discussed in a public meeting, with the discussion recorded in published meeting minutes.	7	7	14

Source: Governance Risk Assessment checklist responses, 2023.

We also asked questions about demographics of board members and board vacancies. (See Exhibits 9, 10, & 11).

Exhibit 9: What Percent of Board Members Live in Kansas City, Missouri?



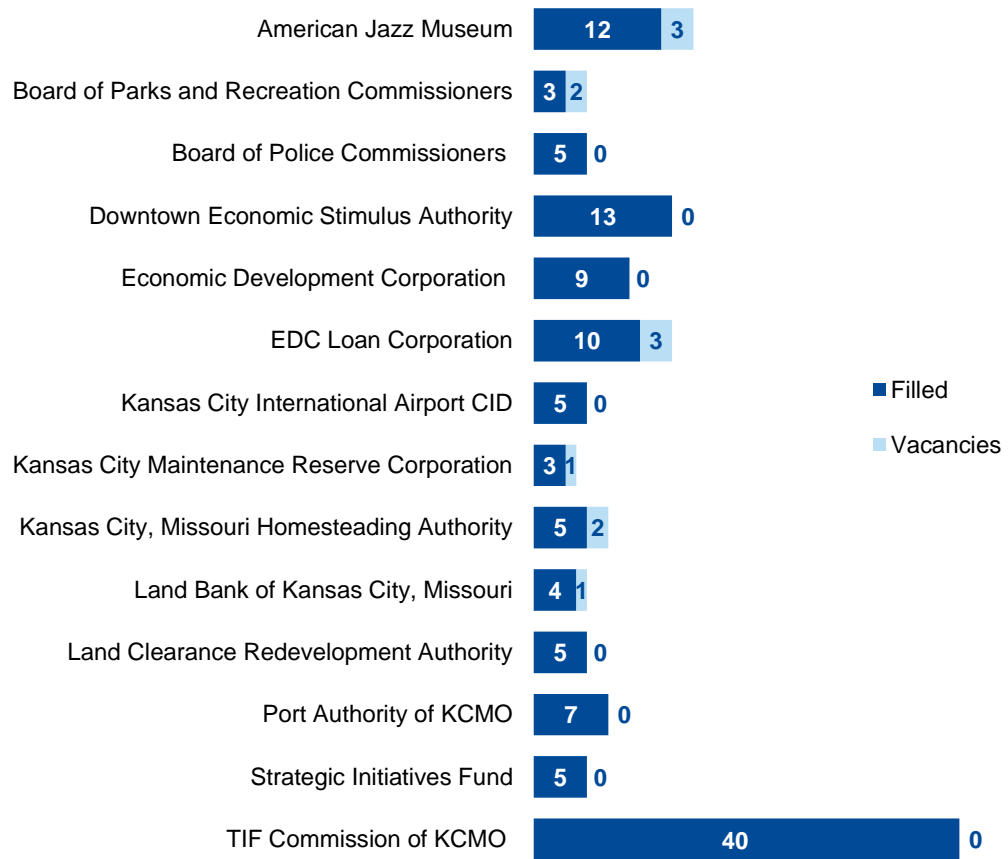
Source: Governance Risk Assessment checklist responses, 2023.

Exhibit 10: Does the Board's Membership Demographics Reflect the Diversity of Kansas City?



Source: Governance Risk Assessment checklist responses, 2023.

Exhibit 11: Reported Board Seats and Vacancies as of Survey Responses



Source: Governance Risk Assessment checklist responses, 2023.

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## **Appendix A: Objective, Scope and Methodology, and Compliance Statement**

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We conducted this performance audit of boards' and commissions' governance practices 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 "objective analysis, findings, and conclusions to assist management and those charged with governance and oversight with, among other things, improving program performance and operations, reducing costs, facilitating decision making by parties with responsibility for overseeing or initiating corrective action, and contributing to public accountability."<sup>7</sup>

### **Why We Did This Audit**

Boards and commissions are responsible for overseeing important public functions and activities in Kansas City, including policing, maintenance of parks, and development incentives

The checklist responses and report are tools the Mayor and City Council can use to assess the governance practices of Kansas City boards and commissions.

### **Audit Objective**

This report is designed to answer the following question:

- What governance practices are the city's boards and commissions following?

### **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 units<sup>8</sup> and appropriate governing or policy boards of the city. The code requires boards and commissions receiving the checklist to reply to the city auditor

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<sup>7</sup> Comptroller General of the United States, [Government Auditing Standards](#) (Washington, DC: U.S. Government Printing Office, 2018), pp. 10, 11.

<sup>8</sup> 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.

by April 30 and that a report be presented to the Council by November 1. The checklist is required to be substantially similar to the one developed for the 2001 *Good Governance Practices for Boards and Commissions* report.<sup>9</sup> (See Appendix B for a copy of the checklist distributed.)

This audit summarizes the governance practices of the component units identified in the city's *2022 Comprehensive Annual Financial Report*, and the Board of Parks and Recreation Commissioners.

We sent assessment checklists to 15 boards and commissions on March 1, 2023, an initial reminder on April 1, 2023, and a final reminder on April 26, 2023. The Performing Arts Center CID, which is required by Section 2-722 of the Code of Ordinances to respond to our survey, did not respond.

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

### **Statement of Compliance with Government Auditing Standards**

We conducted this performance audit in accordance with generally accepted government auditing standards with the exception of reporting the views of responsible officials 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 objectives. No information was omitted from this report because it was deemed confidential or sensitive.

### **Scope of Work on Internal Controls**

We did not assess internal controls as part of this audit because we determined they were not significant to the audit objective.

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<sup>9</sup> [\*Special Report: Good Governance Practices for Boards and Commissions\*](#), Office of the City Auditor, Kansas City, Missouri, August 2001.

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## Appendix B: Governance Assessment Checklist

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**Governance Risk Assessment Checklist 2023**

- 1) Did the Board or Commission meet to discuss the checklist? Yes   No
  
- 2) Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?  
Yes   No
  
- 3) 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 Elizabeth Pauley at (816) 513-3307 or [elizabeth.pauley@kcmo.org](mailto:elizabeth.pauley@kcmo.org) if you have questions.

Please check the applicable boxes.

**Boards should establish overall goals for the organization:**

4. Has the board set overall goals for the organization?  
 Yes  
 No  
 Don't know  
 Not applicable
5. Has the board prepared a mission statement?  
 Yes  
 No  
 Don't know  
 Not applicable
6. Has the board communicated organizational goals to management?  
 Yes  
 No  
 Don't know  
 Not applicable
7. Has the board engaged in strategic planning?  
 Yes  
 No  
 Don't know  
 Not applicable

**Boards should adopt policies that delineate board and staff responsibilities:**

8. Has the board adopted policies that delineate the power of the CEO?  
 Yes  
 No  
 Don't know  
 Not applicable
9. Has the board adopted policies that prohibit management actions that are unethical or unacceptable?  
 Yes  
 No  
 Don't know  
 Not applicable
10. Has the board adopted policies that prescribe board-CEO relationship?  
 Yes  
 No  
 Don't know  
 Not applicable
11. Has the board adopted financial planning, revenue, and expenditure policies?  
 Yes  
 No  
 Don't know  
 Not applicable

**Boards should ensure management compliance with board directives:**

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

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

13. Has the board organized an audit committee?

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

14. 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:**

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

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

16. Has the board assessed the CEO's performance?

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

17. In the past four years, has the board reviewed and updated the policies, mission statement, and goals?

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

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

18. 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

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

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

20. Has the board adopted a code of ethical conduct?

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

21. Has the board adopted a conflict of interest policy?

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

22. Have all board members submitted financial disclosure statements to the city clerk if required?

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

23. Does the board have an orientation for new members?

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

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

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

25. Does the board conduct a collective self-evaluation?

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

26. Does the board set and control meeting agendas?

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

**Boards should represent the people of Kansas City:**

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

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



28. Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?

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

29. Does the board encourage public engagement, such as allowing public comments at board meetings?

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

30. Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?

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

31. Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?

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

32. What percentage of board members live within Kansas City, Missouri?

- 100%
- 75%-99%
- 50%-75%
- Less than 50%

33. Does the board's membership demographics reflective the diversity of Kansas City?

- Yes
- No
- It could be better
- N/A

34. How many board seats does this board have?

35. How many vacancies does this board currently have?

36. Is there anything else you would like to tell us about this board?

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## **Appendix C: Checklist Responses by Board or Commission**

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Individual checklist responses by board or commission can be viewed in the online version of the audit report. Please use the QR code below or visit our website.

## American Jazz Museum, Inc.

2022 Expenditures - \$ 2,699,000

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 18<sup>th</sup> and Vine. The city appoints a voting majority of the governing body.

American Jazz Museum	Yes	No	Don't Know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>0</b>
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 code of ethical conduct?		•		
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?			•	
Does the board have an orientation for new members?	•			
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

American Jazz Museum	Yes	No	Don't Know	N/A
<b>Representing the Public Interest</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>2</b>
Has the board had meetings with the Mayor and City Council?	•			
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?				•
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?				•
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	<b>21</b>	<b>4</b>	<b>1</b>	<b>2</b>

**American Jazz Museum**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	15
How many vacancies does your board currently have?	3
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

## Board of Parks and Recreation Commissioners

2022 Expenditures - \$67,135,544

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.

Board of Parks and Recreation	Yes	No	Don't Know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>
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?				•
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?				•
Has the board provided for external review of the organization's financial statements?				•
<b>Ensuring accountability for achieving goals</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization’s progress toward accomplishing its mission?	•			
Has the board assessed the CEO’s performance?		•		
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>2</b>
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 code of ethical conduct?				•
Has the board adopted a conflict of interest policy?				•
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?		•		
Has the board adopted and enforced an attendance/absenteeism policy?	•			
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

<b>Board of Parks and Recreation</b>	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?	•			
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?	•			
	<b>20</b>	<b>3</b>	<b>0</b>	<b>5</b>

**Board of Parks and Recreation**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	5
How many vacancies does your board currently have?	2
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- Since 2019 4 Board Members have either resigned/been replaced, with the passing of the late Commissioners Williams-Neal (6). We currently have 2 vacant positions. Also, the Director has not been evaluated by this current Board.

**Board of Police Commissioners of Kansas City, Missouri**

2022 Expenditures- \$220,140,000

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 25 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.

<b>Board of Police Commissioners</b>	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>N/A</b>
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?				•
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization’s progress toward accomplishing its mission?	•			
Has the board assessed the CEO’s performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>2</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?				•
Does the board have an orientation for new members?	•			
Has the board adopted and enforced an attendance/absenteeism policy?				•
Does the board conduct a collective self-evaluation?	•			
Does the board set and control meeting agendas?	•			

<b>Board of Police Commissioners</b>	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>
Has the board had meetings with the Mayor and City Council?	•			
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?				•
	<b>24</b>	<b>0</b>	<b>0</b>	<b>4</b>

<b>Board of Police Commissioners</b>	
<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	5
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Not applicable
What percentage of board members live within Kansas City, Missouri?	100%

Board of Police Commissioners comments on checklist questions:

- #8 also covered by RSMo Chapter 84
- #9 Personnel Policy 201-12
- #10 see #8
- #11 Procedural Instruction 21-03
- #12 RSMo Chapter 84
- #14 Annual audits by outside auditing firm
- #15 Monthly meetings of Board
- #16 Annually
- #17 Continual periodic review
- #18 Bylaws
- #19 Both
- #20 Personnel Policy 201-12, Bylaws, and RSMo Chapter 84
- #21 See #20
- #22 Submitted to the State of Missouri
- #24 RSMo Chapter 84 governs removal of Board members



## Downtown Economic Stimulus Authority of Kansas City, Missouri

2022 Expenditures- \$512,000

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.

Downtown Economic Stimulus Authority	Yes	No	Don't Know	N/A
<b>Leading the organization</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
Has the board set overall goals for the organization?				•
Has the board prepared a mission statement?				•
Has the board communicated organizational goals to management?				•
Has the board engaged in strategic planning?				•
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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 financial planning, revenue, and expenditure policies?	•			
Has the board adopted policies that prescribe board-CEO relationship?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?				•
Has the board organized an audit committee?		•		
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>
Has the board monitored the organization's progress toward accomplishing its mission?				•
Has the board assessed the CEO's performance?		•		
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?		•		
<b>Ensuring high board performances</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?		•		
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

<b>Downtown Economic Stimulus Authority</b>	<b>Yes</b>	<b>No</b>	<b>Don't Know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>
Has the board had meetings with the Mayor and City Council?			•	
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?				•
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?	•			
	<b>14</b>	<b>6</b>	<b>1</b>	<b>7</b>

**Downtown Economic Stimulus Authority**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	No
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	13
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- DESA is a statutory agency which provides state supplemental revenues for certain projects--DESA has one project which consists of the 1200 Main/South Loop Project also known as the Power and Light District, which was established in 2004. Its authority lapsed in January 2013. The only activities of DESA are to receive state funds and transfer them to the City for debt service payments for the district in a handful of transactions. DESA also has an external annual audit.

**Economic Development Corporation of Kansas City, Missouri**

2022 Expenditures - \$4,949,000

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 is an automatic board member and also 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.

<b>Economic Development Corporation</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?	•			
Does the board conduct a collective self-evaluation?	•			
Does the board set and control meeting agendas?	•			
Has the board adopted and enforced an attendance/absenteeism policy?		•		

<b>Economic Development Corporation</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?		•		
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	<b>25</b>	<b>3</b>	<b>0</b>	<b>0</b>

**Economic Development Corporation**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	No
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	9
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

## EDC Loan Corporation

2021 Expenditures - \$3,270,683

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.

EDC Loan Corporation	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?			•	
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?			•	
Has the board adopted and enforced an attendance/absenteeism policy?	•			
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

EDC Loan Corporation	Yes	No	Don't know	N/A
<b>Representing the Public Interest</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>
Has the board had meetings with the Mayor and City Council?		•		
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?				•
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?	•			
	<b>23</b>	<b>2</b>	<b>2</b>	<b>1</b>

**EDC Loan Corporation**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	13
How many vacancies does your board currently have?	3
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	75%-99%

## Kansas City, Missouri Homesteading Authority

2022 Expenditures - \$282,000

The Kansas City, Missouri Homesteading Authority (KCMO 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.

Homesteading Authority	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>
Has the board set overall goals for the organization?				•
Has the board prepared a mission statement?		•		
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?		•		
<b>Setting and Delineating Policy</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?				•
<b>Ensuring Compliance with Board Directives</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?		•		
Has the board provided for external review of the organization's financial statements?		•		
<b>Ensuring accountability for achieving goals</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?				•
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?			•	
Does the board have an orientation for new members?		•		
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

Homesteading Authority	Yes	No	Don't know	N/A
<b>Representing the Public Interest</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?		•		
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	<b>15</b>	<b>9</b>	<b>1</b>	<b>3</b>

**Homesteading Authority**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	No
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	7
How many vacancies does your board currently have?	2
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- KCMHA does not have a CEO but has an Executive Director. All questions that reference a CEO were answered as if the questions read "Executive Director". The board of directors consists of 5 members who are city employees, 2 members are sitting council members.



## Kansas City International Airport Community Improvement District

2022 Expenditures - \$960,000

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.

KCI CID	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?				•
Has the board communicated organizational goals to management?				•
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>
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?				•
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?				•
Has the board organized an audit committee?		•		
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?				•
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?				•
<b>Ensuring high board performances</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>7</b>
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 code of ethical conduct?				•
Has the board adopted a conflict of interest policy?				•
Have all board members submitted financial disclosure statements to the city clerk if required?				•
Does the board have an orientation for new members?				•
Has the board adopted and enforced an attendance/absenteeism policy?				•
Does the board conduct a collective self-evaluation?				•
Does the board set and control meeting agendas?	•			

KCI CID	Yes	No	Don't know	N/A
<b>Representing the Public Interest</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
Has the board had meetings with the Mayor and City Council?				•
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?				•
Does the board encourage public engagement, such as allowing public comments at board meetings?				•
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?				•
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?				•
	<b>7</b>	<b>1</b>	<b>0</b>	<b>20</b>

**KCI CID**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	No
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	5
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	N/A
What percentage of board members live within Kansas City, Missouri?	75%-99%

## Kansas City Maintenance Reserve Corporation

2022 Expenditures - \$329,000

The Kansas City, MO Maintenance Reserve Corporation (KCMO Maintenance Reserve Corporation) 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.

Maintenance Reserve Corporation	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?		•		
Has the board communicated organizational goals to management?				•
Has the board engaged in strategic planning?		•		
<b>Setting and Delineating Policy</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
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?				•
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?				•
Has the board organized an audit committee?		•		
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>
Has the board monitored the organization's progress toward accomplishing its mission?				•
Has the board assessed the CEO's performance?				•
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?		•		
<b>Ensuring high board performances</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?			•	
Does the board have an orientation for new members?		•		
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

Maintenance Reserve Corporation	Yes	No	Don't know	N/A
<b>Representing the Public Interest</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?		•		
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	<b>12</b>	<b>9</b>	<b>1</b>	<b>6</b>

**Maintenance Reserve Corporation**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	4
How many vacancies does your board currently have?	1
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- The Maintenance Reserve Corporation Board consists of only City employees. While "yes" is indicated on certain questions such as numbers 9, 11, and 21, the Board did not officially adopt those policies. As City employees, the Board members are already bound by the City Code and Administrative Code of Ethics/Conflict of Interest policies. The Board's financial matters are conducted in accordance with all City financial policies and procedures. Although the members of the Board are already bound by these, to clarify this further, the Board intends to amend its bylaws with a statement that the MRC and its Board will follow all City Code and Administrative Regulations.

## Land Bank of Kansas City, Missouri

2022 Expenditures - \$1,940,000

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.

Land Bank of Kansas City, MO	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>
Has the board set overall goals for the organization?				•
Has the board prepared a mission statement?		•		
Has the board communicated organizational goals to management?		•		
Has the board engaged in strategic planning?		•		
<b>Setting and Delineating Policy</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?				•
<b>Ensuring Compliance with Board Directives</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>
Has the board specified what the CEO must report on and when?		•		
Has the board organized an audit committee?			•	
Has the board provided for external review of the organization's financial statements?			•	
<b>Ensuring accountability for achieving goals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?		•		
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?			•	
<b>Ensuring high board performances</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?		•		
Does the board have an orientation for new members?	•			
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

Land Bank of Kansas City, MO	Yes	No	Don't know	N/A
<b>Representing the Public Interest</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?			•	
Has the board had meetings with the Mayor and City Council?			•	
	<b>13</b>	<b>8</b>	<b>5</b>	<b>2</b>

**Land Bank of Kansas City, MO**

Additional Questions	Board Response
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	5
How many vacancies does your board currently have?	1
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

## Land Clearance Redevelopment Authority

2022 Expenditures - \$3,646,000

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.

Land Clearance Redevelopment Authority	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?		•		
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>
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 adopted policies that prohibit management actions that are unethical or unacceptable?				•
Has the board adopted financial planning, revenue, and expenditure policies?				•
<b>Ensuring Compliance with Board Directives</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?		•		
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?				•
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>1</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?				•
Does the board have an orientation for new members?		•		
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

<b>Land Clearance Redevelopment Authority</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?		•		
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	<b>17</b>	<b>7</b>	<b>0</b>	<b>4</b>

**Land Clearance Redevelopment Authority**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	5
How many vacancies does your board currently have?	1
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%



## **Performing Arts Community Improvement District**

2022 Expenditures - \$242,000

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.

The Performing Arts Community Improvement District Board did not respond to our assessment checklist as required by city ordinance.

## Port Authority of KCMO

2022 Expenditures - \$6,197,000

The Port Authority of Kansas City, Missouri, (Port Authority of KCMO) 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.

Port Authority of KCMO	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?	•			
Has the board adopted and enforced an attendance/absenteeism policy?	•			
Does the board conduct a collective self-evaluation?	•			
Does the board set and control meeting agendas?	•			

<b>Port Authority of KCMO</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
Has the board had meetings with the Mayor and City Council?		•		
	<b>26</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Port Authority of KCMO**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	7
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	75%-99%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- This was filled out on behalf of the Chairperson Deb Hermann. Also, the board has staggered and determined terms of service for continuity of leadership.

## Strategic Initiatives Fund

2022 Expenditures - \$238,000

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.

Strategic Initiatives Fund	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board monitored the organization's progress toward accomplishing its mission?	•			
Has the board assessed the CEO's performance?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?			•	
Has the board adopted and enforced an attendance/absenteeism policy?	•			
Does the board conduct a collective self-evaluation?	•			
Does the board set and control meeting agendas?	•			

<b>Strategic Initiatives Fund</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?			•	
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?			•	
	<b>25</b>	<b>0</b>	<b>3</b>	<b>0</b>

**Strategic Initiatives Fund**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	No
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	No
How many board seats does this board have?	5
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- The Board was not able to meet to discuss the survey within the allotted time frame. Regarding the audit committee, due to the Board's small size, the full board acts as the audit committee.

## Tax Increment Financing Commission of Kansas City, Missouri

2022 Expenditures - \$129,246,000

The Tax Increment Financing Commission of Kansas City, Missouri, (TIF) 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.

Tax Increment Financing Commission	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board set overall goals for the organization?	•			
Has the board prepared a mission statement?	•			
Has the board communicated organizational goals to management?	•			
Has the board engaged in strategic planning?	•			
<b>Setting and Delineating Policy</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
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?	•			
Has the board adopted financial planning, revenue, and expenditure policies?	•			
<b>Ensuring Compliance with Board Directives</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board organized an audit committee?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>
Has the board assessed the CEO's performance?	•			
Has the board monitored the organization's progress toward accomplishing its mission?	•			
In the past four years, has the board reviewed and updated the policies, mission statement, and goals?	•			
<b>Ensuring high board performances</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0</b>
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 code of ethical conduct?	•			
Has the board adopted a conflict of interest policy?	•			
Have all board members submitted financial disclosure statements to the city clerk if required?	•			
Does the board have an orientation for new members?	•			
Has the board adopted and enforced an attendance/absenteeism policy?		•		
Does the board conduct a collective self-evaluation?		•		
Does the board set and control meeting agendas?	•			

<b>Tax Increment Financing Commission</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>
Has the board had meetings with the Mayor and City Council?	•			
Does the board assess the needs, concerns, and demands of the people of Kansas City regarding the organization's activities?	•			
Does the board encourage public engagement, such as allowing public comments at board meetings?	•			
Does the board conduct business in accordance with the Missouri Sunshine Law, including but not limited to posting public meeting notices with agendas, publishing meeting minutes, and opening meetings to the public?	•			
Has the board developed a board profile containing job descriptions for current and desired board members to help the Mayor or Appointing Official make appointments to the board?		•		
	25	3	0	0

**Tax Increment Financing Commission**

<b>Additional Questions</b>	<b>Board Response</b>
Did the Board or Commission meet to discuss this checklist?	Yes
Was the checklist discussed in a public meeting, with the discussion recorded in published meeting minutes?	Yes
How many board seats does this board have?	40
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%

We asked respondents if there was anything else they would like to tell us about this board. The respondent answered:

- The board's configuration depends on the location of the project being considered. For projects in Platte or Jackson County, the number is 11 while the Clay County/KC number of members is 12. We do not know the residency of the board members appointed by the other taxing jurisdictions. The mayoral appointees are all KC residents.