



Office of the City Auditor

Performance Audit

October 2023

# 2023 Governance Assessment: Other Governing and Policy Boards



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## Office of the City Auditor

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October 23, 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 approving property tax abatements, advertising and booking conventions in the city, and determining city employee retirement benefits. 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 is the second governance assessment issued this year. The [first report](#) surveyed component unit boards and commissions and the Board of Parks and Recreation.

For this report, we sent governance checklists to 27 boards and commissions whose members are required to file financial disclosures with the city. This was the first year that these boards and commissions were asked to complete the governance checklist. We modified the checklist to remove questions that might not be applicable to the selected boards and commissions. Future governance assessment checklists may be modified based on this year's responses. Twenty-three of these boards and commissions completed and returned the checklist.

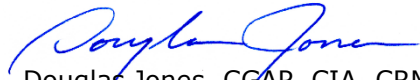
Most of the boards and commissions reported incorporating good governance practices to lead their organization, establish board performance and accountability for achieving organizational goals, and representing the public. However, some responses identified opportunities to mitigate risks that can have a negative impact on board performance.

Ten boards responded that the financial disclosure requirement was not applicable, or it was unknown if all members had submitted a financial disclosure with the city clerk. All boards we surveyed have at least some portion of their members who are required by city code to submit a financial disclosure report annually to the city clerk.

Because the Mayor appoints most of the board and commission members, we addressed our recommendations to him. We recommend the Mayor:

- send a letter to all boards and commissions identified in City Code Sec. 2-2024(d) reminding them of their obligation to submit annual financial disclosure statements to the city clerk and the consequences for failing to file, and
- ask the city clerk for a list of all board and commission members who did not submit their required annual financial disclosure on or before June 1, 2023, because according to city code, they have automatically resigned.

We met with staff from the Mayor's Office on October 16, 2023, to discuss report findings and recommendations to the Mayor. We would like to thank all board and commission members for their assistance and cooperation during this audit. The audit team for this project was Elizabeth Pauley, Clinton Pullam, and Jonathan Lecuyer.



Douglas Jones, CGAP, CIA, CRMA  
City Auditor

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# 2023 Governance Risk Assessment: Other Governing and Policy Boards

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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 surveys to 27 city boards and commissions whose members are required to file annual financial disclosures with the city clerk's office.
- summarized the survey results, and
- identified the governance risks that boards and commissions may experience if they are not following good governance practices.

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

We conducted this audit in accordance with Government Auditing Standards with the exception of reporting the views of responsible officials as the recommendations are addressed to the Mayor as the appointing authority.

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 approving property tax abatements, advertising and booking conventions in the city, and determining city employee retirement benefits. 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 and report the results to the Council. In September 2023, we issued our [2023 Governance Assessment: Component Unit Boards and Commissions](#) report.

2023 Governance Assessment: Other Governing and Policy Boards

In addition to component units, we sent the governance assessment checklist to 27 other governing and policy boards and commissions whose members are required to annually submit financial disclosures to the city clerk.<sup>1</sup> Four boards did not respond to the survey.

Exhibit 1: Boards and Commissions Receiving Governance Survey

Board or Commission	Responded to Survey	Did Not Respond to Survey
<a href="#">Board of Zoning Adjustment</a>	✓	
<a href="#">Brownfields Commission</a>		✗
<a href="#">Central City Economic Development Sales Tax Board</a>	✓	
<a href="#">City Market Oversight Committee</a>	✓	
<a href="#">City Plan Commission</a>	✓	
<a href="#">Construction Workforce Board</a>	✓	
<a href="#">Emerging Technology Board</a>	✓	
<a href="#">Employees' Retirement Board of Trustees</a>	✓	
<a href="#">Enhanced Enterprise Zone Board</a>	✓	
<a href="#">Environmental Management Commission</a>	✓	
<a href="#">Fairness in Construction Board</a>	✓	
<a href="#">Firefighter System Board of Trustees</a>		✗
<a href="#">Healthcare System Board of Trustees</a>		✗
<a href="#">Historic Preservation Commission</a>	✓	
<a href="#">Industrial Development Authority</a>	✓	
<a href="#">Kansas City Human Rights Commission</a>	✓	
<a href="#">KC Museum Foundation</a>	✓	
<a href="#">KC TGA Planning Council</a>	✓	
<a href="#">LGBTQ Commission</a>	✓	
<a href="#">Liquor Control Review Board</a>	✓	
<a href="#">Municipal Art Commission</a>	✓	
<a href="#">Neighborhood Tourist Development Fund Committee</a>		✗
<a href="#">Parking and Transportation Commission</a>	✓	
<a href="#">Planned Industrial Expansion Authority</a>	✓	
<a href="#">Police Retirement System of Kansas City, Missouri</a>	✓	
<a href="#">Public Improvement Advisory Council</a>	✓	
<a href="#">Visit KC</a>	✓	

Source: Governance Assessment checklist responses, 2023.

<sup>1</sup> Code of Ordinances, Kansas City, Missouri, [Sec. 2-2024](#).

### **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>2</sup>

Boards and commissions should follow good governance practices as they spend public funds for the public good or enact and implement policy decisions on behalf of the city.

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 the [2001 Good Governance Report](#).

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<sup>2</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.



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## Findings and Recommendations

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

Responses to the self-assessment checklists identified areas where boards and commissions reported incorporating good governance practices into their activities. The responses also identified opportunities to incorporate additional 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.

#### Some Boards Appear Unaware of Requirement to Submit Annual Financial Disclosures

Some board members may not be submitting conflicts of interest forms as required. This year’s governance assessment checklist asked, “Have all board members submitted financial disclosure statements to the city, if required.” All boards we surveyed have at least some portion of their members who are required by city code to submit a financial disclosure report annually to the city clerk.<sup>3</sup>

Seven boards reported that the conflict of interest disclosure requirement was not applicable to their board. Three boards reported that they “don’t know.” (See Exhibit 2.) We added this new question because our 2022 audit<sup>4</sup> showed that 122 board members did not file their financial disclosure forms that year, as required by city code.

Click a Board to jump to their complete responses. Use Alt+⬅ to return.

Exhibit 2: Have all Board Members Submitted Financial Disclosures to the City Clerk, if Required?

Agency	Required to File	Response
<a href="#">City Market Oversight Committee</a>	All	Not applicable
<a href="#">Construction Workforce Board</a>	All	Not applicable
<a href="#">Fairness in Construction Board</a>	All	Not applicable
<a href="#">KC Museum Foundation</a>	All	Not applicable
<a href="#">KC TGA Planning Council</a>	All	Not applicable
<a href="#">Parking and Transportation Commission</a>	All	Not applicable
<a href="#">Planned Industrial Expansion Authority</a>	All	Not applicable
<a href="#">Municipal Art Commission</a>	All	Don't know
<a href="#">Public Improvement Advisory Council</a>	All	Don't know
<a href="#">Visit KC</a>	All	Don't know

Source: Governance Assessment checklist responses, 2023.

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<sup>3</sup> Code of Ordinances, Kansas City, Missouri, Sec. [2-2024](#) (c) (d).

<sup>4</sup> [Boards & Commissions Financial Disclosures Need Timely Filing](#), Office of the City Auditor, Kansas City, Missouri, April 2022, p.3.

Lack of financial disclosure submission has been an ongoing issue for the city. The city is exposed to significant risks related to these governing and policy boards if board members do not submit financial disclosures as required.

First, when a board members' financial interests are not disclosed, the city is at risk of board members making policy or financial decisions in their own interests without this unethical behavior being known. The financial disclosure form provides transparency to the public and helps avoid even the appearance of conflicts of interest.

A second risk is that board members who fail to file the annual financial disclosure are automatically resigned from the board based on two sections of city code.

*"Failure to file.* Any member of a city board, commission or other entity who is appointed by the mayor or one or more members of the city council who fails to report by June 1 of each year **shall be deemed to have resigned membership, and this resignation shall be deemed accepted as of June 1 of the respective year.** Any entity listed in subsection (d) with a member not appointed by the mayor or one or more members of the city council failing to file the required disclosure report shall be subject to termination or suspension of any funding or other assistance provided by the city until all required disclosures are made."<sup>5</sup> (**emphasis added**)

This has serious implications. Board members could continue to act as members of these city governing or policy boards even though they are no longer board members. Another is that if too many people from one board do not file, that board may not have a quorum to operate.

Recommendation To ensure all board and commission members file required annual disclosures, the Mayor should send a letter to all boards and commissions identified in City Code Sec. 2-2024(d) reminding them of their obligation to submit annual financial disclosure statements to the city clerk and informing them of the consequences for failing to file.

Recommendation To ensure any board or commission members who have automatically resigned for their failure to submit a required annual financial disclosure no longer serve, identify vacant seats that need to be filled, or board members to be reappointed, the Mayor should ask the city clerk to provide a list of all board and commission members who did not submit their required annual financial disclosure on or before June 1, 2023, and take appropriate actions.

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<sup>5</sup> Code of Ordinances, Kansas City, Missouri, [Sec. 2-2024 \(f\)](#) and [Sec. 2-723 \(m\)](#). Sec. 2-723 was added December 2022.

### **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 any concerns.

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

The City Council is responsible for overseeing boards and commissions. The City Council develops rules for their operation and can hold them accountable for not following good governance practices.<sup>6</sup> In most cases, the Mayor appoints board members and commissioners.

The City Council can evaluate each board survey 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 practice may apply to every board. Additionally, since this is the first time that these boards received the checklist, there may be a lack of familiarity with the core governance practices. If the City Council is unsure, they may discuss their questions with the board.

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

- Assess whether the governance practice is applicable to the board.
- Attend board meetings to assess and ask questions.
- Ask board members to attend City Council committee meeting to discuss governance practices.

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

- Publicly encourage board or commission to incorporate good governance practices.
- Issue a resolution directing the board or commission to incorporate good governance practices.
- Engage 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.

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<sup>6</sup> Code of Ordinances, Kansas City, Missouri, [Sec.2-723](#).

**Assessment Responses by Core Governance Practices**

This section summarizes each board’s self-reported responses by core governance practice. Out of 27 boards surveyed, 4 did not respond 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.

Click a Board to jump to their complete responses. Use Alt+← to return.

Exhibit 3: Number of Self-Reported Governance Practices in Place to Lead the Organization

Board	Yes	No	Don't Know	N/A
<a href="#">Board of Zoning Adjustment</a>	4			
<a href="#">Central City Economic Development Sales Tax Board</a>	4			
<a href="#">Emerging Technology Board</a>	4			
<a href="#">Historic Preservation Commission</a>	4			
<a href="#">Kansas City Human Rights Commission</a>	4			
<a href="#">KC Museum Foundation</a>	4			
<a href="#">KC TGA Planning Council</a>	4			
<a href="#">Police Retirement System of Kansas City, Missouri</a>	4			
<a href="#">Visit KC</a>	4			
<a href="#">City Market Oversight Committee</a>	3			1
<a href="#">Environmental Management Commission</a>	3	1		
<a href="#">LGBTQ Commission</a>	3	1		
<a href="#">Public Improvement Advisory Council</a>	3	1		
<a href="#">Employees' Retirement Board of Trustees</a>	2			2
<a href="#">Municipal Art Commission</a>	1	1		2
<a href="#">Planned Industrial Expansion Authority</a>	1	2		1
<a href="#">City Plan Commission</a>				4
<a href="#">Construction Workforce Board</a>				4
<a href="#">Fairness in Construction Board</a>				4
<a href="#">Enhanced Enterprise Zone Board</a>		1		3
<a href="#">Industrial Development Authority</a>		1		3
<a href="#">Parking and Transportation Commission</a>		3		1
<a href="#">Liquor Control Review Board</a>		4		

Source. Governance Assessment checklist responses, 2023.

Responses from the survey 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. (See Exhibit 3.)

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

Click a Board to jump to their complete responses. Use Alt+← to return.

Board	Yes	No	Don't Know	N/A
<a href="#">Industrial Development Authority</a>	4			
<a href="#">Kansas City Human Rights Commission</a>	4			
<a href="#">KC Museum Foundation</a>	4			
<a href="#">KC TGA Planning Council</a>	4			
<a href="#">Planned Industrial Expansion Authority</a>	4			
<a href="#">Police Retirement System of Kansas City, Missouri</a>	4			
<a href="#">Visit KC</a>	4			
<a href="#">Environmental Management Commission</a>	3			1
<a href="#">Board of Zoning Adjustment</a>	2		1	1
<a href="#">Central City Economic Development Sales Tax Board</a>	2			2
<a href="#">Emerging Technology Board</a>	1			3
<a href="#">Employees' Retirement Board of Trustees</a>	1			3
<a href="#">Historic Preservation Commission</a>	1			3
<a href="#">Public Improvement Advisory Council</a>	1			3
<a href="#">City Market Oversight Committee</a>				4
<a href="#">Construction Workforce Board</a>				4
<a href="#">Enhanced Enterprise Zone Board</a>				4
<a href="#">Fairness in Construction Board</a>				4
<a href="#">Municipal Art Commission</a>				4
<a href="#">Parking and Transportation Commission</a>				4
<a href="#">City Plan Commission</a>		1		3
<a href="#">LGBTQ Commission</a>		1	3	
<a href="#">Liquor Control Review Board</a>		4		

Source: Governance Risk Assessment checklist responses, 2023.

Most responding boards and commissions reported having adopted policies that prohibit unethical or unacceptable actions by management. Less than half of the responding boards and commissions reported having policies outlining CEO (or equivalent senior executive position) powers, prescribing CEO-Board relationship, or guide financial planning, revenue, and expenditures. (See Exhibit 4.)

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

Click a Board to jump to their complete responses. Use Alt+⬅ to return.

Board	Yes	No	Don't Know	N/A
<a href="#">Employees' Retirement Board of Trustees</a>	2			
<a href="#">Industrial Development Authority</a>	2			
<a href="#">KC Museum Foundation</a>	2			
<a href="#">KC TGA Planning Council</a>	2			
<a href="#">Planned Industrial Expansion Authority</a>	2			
<a href="#">Police Retirement System of Kansas City, Missouri</a>	2			
<a href="#">Visit KC</a>	2			
<a href="#">Board of Zoning Adjustment</a>	1			1
<a href="#">Central City Economic Development Sales Tax Board</a>	1			1
<a href="#">City Market Oversight Committee</a>	1			1
<a href="#">City Plan Commission</a>	1			1
<a href="#">Construction Workforce Board</a>	1			1
<a href="#">Enhanced Enterprise Zone Board</a>	1			1
<a href="#">Environmental Management Commission</a>	1			1
<a href="#">Fairness in Construction Board</a>	1			1
<a href="#">Historic Preservation Commission</a>	1			1
<a href="#">Kansas City Human Rights Commission</a>	1			1
<a href="#">Parking and Transportation Commission</a>	1			1
<a href="#">Public Improvement Advisory Council</a>	1			1
<a href="#">Emerging Technology Board</a>				2
<a href="#">Municipal Art Commission</a>				2
<a href="#">LGBTQ Commission</a>		1	1	
<a href="#">Liquor Control Review Board</a>		1		1

Source: Governance Risk Assessment checklist responses, 2023.

Most responding boards and commissions reported specifying what the CEO (or equivalent senior executive position) must report on and when. Only a few of the responding boards and commissions

reported providing for the external review of their financial statements while most reported this as not applicable to their board. (See Exhibit 5.)

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 goals are relevant.

Exhibit 6: Number of Self-Reported Governance Practices in Place to Ensure Accountability for Achieving Organizational Goals

Click a Board to jump to their complete responses. Use Alt+⬅ to return.

Board	Yes	No	Don't Know	N/A
<a href="#">Board of Zoning Adjustment</a>	2			
<a href="#">Central City Economic Development Sales Tax Board</a>	2			
<a href="#">Historic Preservation Commission</a>	2			
<a href="#">KC Museum Foundation</a>	2			
<a href="#">KC TGA Planning Council</a>	2			
<a href="#">Police Retirement System of Kansas City, Missouri</a>	2			
<a href="#">Visit KC</a>	2			
<a href="#">Construction Workforce Board</a>	1			1
<a href="#">Emerging Technology Board</a>	1			1
<a href="#">Employees' Retirement Board of Trustees</a>	1			1
<a href="#">Fairness in Construction Board</a>	1			1
<a href="#">Industrial Development Authority</a>	1			1
<a href="#">LGBTQ Commission</a>	1		1	
<a href="#">Liquor Control Review Board</a>	1		1	
<a href="#">City Market Oversight Committee</a>	1	1		
<a href="#">Environmental Management Commission</a>	1	1		
<a href="#">Kansas City Human Rights Commission</a>	1	1		
<a href="#">Parking and Transportation Commission</a>	1	1		
<a href="#">Public Improvement Advisory Council</a>	1	1		
<a href="#">City Plan Commission</a>				2
<a href="#">Enhanced Enterprise Zone Board</a>				2
<a href="#">Municipal Art Commission</a>				2
<a href="#">Planned Industrial Expansion Authority</a>				2

Source: Governance Risk Assessment checklist responses, 2023.

At least half of the responding boards and commissions reported monitoring the organizations’ progress toward accomplishing their mission and reviewing and updating their policies, mission statement, and goals in the last four years. (See Exhibit 6.)

Boards cannot know whether organizations are making progress toward their mission, whether their goals are achieved, or whether their goals are still relevant without evaluating progress. Additionally, without this evaluation boards may lose the opportunity to identify necessary resources based on updated goals and policies that are relevant to the success of their organization. If the board does not hold the CEO (or equivalent senior executive position) 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 7: Number of Self-Reported Governance Practices in Place to Ensure High Board Performance and Effectiveness

Board	Yes	No	Don't Know	N/A
<a href="#">Board of Zoning Adjustment</a>	8			1
<a href="#">KC Museum Foundation</a>	8			1
<a href="#">KC TGA Planning Council</a>	8			1
<a href="#">Historic Preservation Commission</a>	8	1		
<a href="#">LGBTQ Commission</a>	8	1		
<a href="#">City Plan Commission</a>	7	2		
<a href="#">Industrial Development Authority</a>	7	2		
<a href="#">Police Retirement System of Kansas City, Missouri</a>	7	2		
<a href="#">Liquor Control Review Board</a>	6	1	2	
<a href="#">Visit KC</a>	6	2	1	
<a href="#">Employees' Retirement Board of Trustees</a>	6	3		
<a href="#">Environmental Management Commission</a>	6	3		
<a href="#">Central City Economic Development Sales Tax Board</a>	5	2	2	
<a href="#">Construction Workforce Board</a>	5	2	1	1
<a href="#">Planned Industrial Expansion Authority</a>	5	3		1
<a href="#">Enhanced Enterprise Zone Board</a>	5	4		
<a href="#">Kansas City Human Rights Commission</a>	5	4		
<a href="#">Fairness in Construction Board</a>	4	2		3
<a href="#">Municipal Art Commission</a>	4	3	1	1
<a href="#">Public Improvement Advisory Council</a>	4	3	1	1
<a href="#">Emerging Technology Board</a>	4	5		
<a href="#">City Market Oversight Committee</a>	3	4		2
<a href="#">Parking and Transportation Commission</a>	3	5		1

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

Click a Board to jump to their complete responses. Use Alt+⬅ to return.



ethical conduct; a conflict of interest policy; and new member orientation. Less than half report adopting and enforcing an attendance/absenteeism policy while only four boards reported performing self-evaluations. (See Exhibit 7.)

Without policies guiding their operations, boards risk:

- Lack of participation or attendance
- Non-compliance with laws
- Unethical behavior, such as making decisions in members’ own interest
- Not understanding member duties
- Ad hoc or reactionary operation

### Representing the Public Interest

Board members’ behavior should reflect the belief that they are trustees for the citizens. City boards and commissions should represent the people of Kansas City. Residents are the ultimate owners of organizations governed by city boards and commissions.

Exhibit 8: Number of Self-Reported Governance Practices in Place to Represent the Public Interest

Click a Board to jump to their complete responses. Use Alt+← to return .

Board	Yes	No	Don't Know	N/A
<a href="#">Board of Zoning Adjustment</a>	5			
<a href="#">Kansas City Human Rights Commission</a>	5			
<a href="#">Police Retirement System of Kansas City, Missouri</a>	5			
<a href="#">City Market Oversight Committee</a>	4			1
<a href="#">LGBTQ Commission</a>	4		1	
<a href="#">Municipal Art Commission</a>	4			1
<a href="#">Emerging Technology Board</a>	4	1		
<a href="#">Historic Preservation Commission</a>	4	1		
<a href="#">KC Museum Foundation</a>	4	1		
<a href="#">KC TGA Planning Council</a>	4	1		
<a href="#">Visit KC</a>	4	1		
<a href="#">Parking and Transportation Commission</a>	3			2
<a href="#">Public Improvement Advisory Council</a>	3		1	1
<a href="#">Central City Economic Development Sales Tax Board</a>	3	1		1
<a href="#">City Plan Commission</a>	3	1		1
<a href="#">Planned Industrial Expansion Authority</a>	3	1	1	
<a href="#">Construction Workforce Board</a>	3	2		
<a href="#">Environmental Management Commission</a>	3	2		
<a href="#">Fairness in Construction Board</a>	3	2		
<a href="#">Liquor Control Review Board</a>	2	1	2	
<a href="#">Employees Retirement Board of Trustees</a>	2	2		1
<a href="#">Enhanced Enterprise Zone Board</a>	2	2		1
<a href="#">Industrial Development Authority</a>	2	2		1

Source: Governance Risk Assessment checklist responses, 2023.

All boards reported complying with Missouri Sunshine Law<sup>7</sup> which requires public meeting notices of meetings open to the public. As organization owners, the public has a right to know what the board is doing. Most boards reported assessing the needs and concerns of the people in Kansas City. 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. (See Exhibit 8.)

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
- 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 Provide Context for Board Makeup and Encourage Board Participation in Good Governance Survey.**

This year, we added additional questions to encourage boards and commissions to complete this checklist collaboratively. (See Exhibit 9). Most of the boards reported discussing this survey collaboratively among their members and during a public meeting.

Exhibit 9: Responses to Additional questions to Encourage Board Participation.

Board Participation	Yes	No	Total
The Board or Commission met to discuss this checklist.	17	6	23
The checklist was discussed in a public meeting, with the discussion recorded in published meeting minutes.	16	7	23

Source: Governance Risk Assessment checklist responses, 2023.

We also asked questions about demographics of board members and board vacancies. (See Exhibits 10, 11, & 12). We found that most of the boards and commissions reported that 100 percent of members were Kansas City, Missouri residents. Nine of the responding boards and commissions reported that its boards members did not or could better represent Kansas City, Missouri demographics. Most of the boards and commissions reported having at least one vacancy.

<sup>7</sup> Mo. Rev. Stat. § 610.020 (2004).

2023 Governance Assessment: Other Governing and Policy Boards

Exhibit 10: Percent of Board Members KC, MO Residents

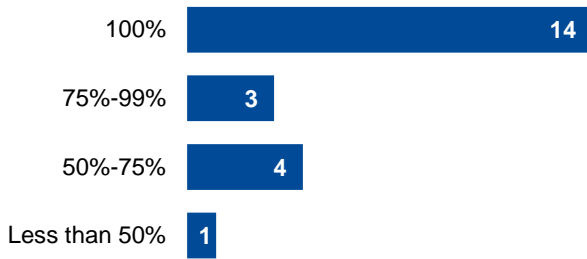
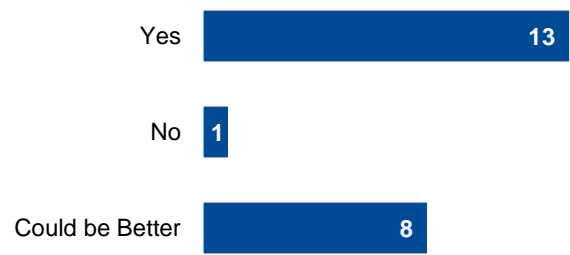
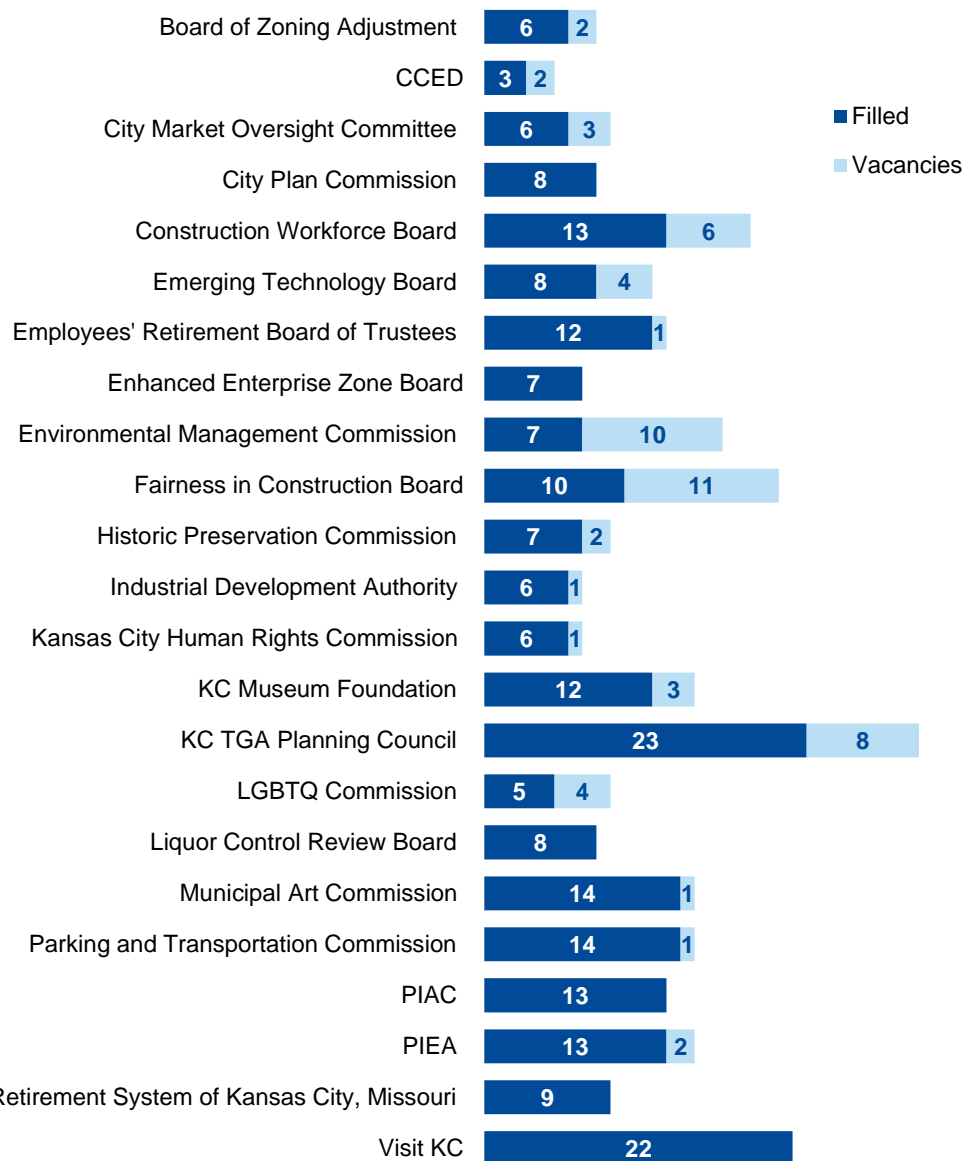


Exhibit 11: Board Members Represent Kansas City, MO Demographics



Source: (Exhibit 10 and 11): Governance Risk Assessment checklist responses, 2023.

Exhibit 12: Board Seats and Vacancies as of Survey Responses.



Source: Governance Risk Assessment checklist responses, 2023.

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## **Recommendations**

1. The Mayor should send a letter to all boards and commissions identified in City Code Sec. 2-2024(d) reminding them of their obligation to submit annual financial disclosure statements to the city clerk and informing them of the consequences for failing to file.
2. The Mayor should ask the city clerk to provide a list of all board and commission members who did not submit their required annual financial disclosure on or before June 1, 2023, and take appropriate actions.

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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>8</sup>

### Why We Did This Audit

Boards and commissions are responsible for overseeing important public functions and activities in Kansas City, including approving property tax abatements, advertising and booking conventions in the city, and determining city employee retirement benefits.

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>9</sup> and appropriate

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<sup>8</sup> Comptroller General of the United States, [Government Auditing Standards](#) (Washington, DC: U.S. Government Printing Office, 2018), pp. 10, 11.

<sup>9</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.

governing or policy boards of the city. The code requires boards and commissions receiving the checklist to reply to the city auditor by April 30 and that a report be presented to the council by November 1. The checklist is required to be substantially similar to the one developed for the 2001 *Good Governance Practices for Boards and Commissions* report.<sup>10</sup> For the other governing and policy boards surveyed, some questions were removed from the checklist as they would likely not apply to the selected boards and commissions. (See Appendix B for a copy of the checklist distributed.)

This audit summarizes the governance practices of 27 boards and commissions that are required to file financial disclosures with the city clerk's office but are not considered city component units. These 27 boards and commissions were selected as they are responsible for important functions such as making policy, financial, or equity decisions on behalf of the city.

We sent assessment checklists to 27 boards and commissions on March 1, 2023, an initial reminder on March 29, 2023, and a final reminder on April 26, 2023. Four boards did not respond to the survey.

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

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

We conducted this performance audit in accordance with generally accepted government auditing standards. Those 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>10</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



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 the Mayor and City Council?

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

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

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

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

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

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

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

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

24. Does the board set and control meeting agendas?

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

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

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

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

26. 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

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

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

28. 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

29.. 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

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

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

31. Does the board's membership demographics reflect the diversity of Kansas City?

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

32. How many board seats does this board have?

33. How many vacancies does this board currently have?

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

---

## **Appendix C: Checklist Responses by Organization**

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## Board of Zoning Adjustment

The Board of Zoning Adjustment hears and makes final decisions on requests for variances from the requirements of the Zoning and Development Code, exceptions to fence height, considers appeals of administrative decisions, and makes final decisions on Special Use Permits. The eight members of the board are appointed by the mayor.

Board of Zoning Adjustment	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>2</b>	<b>0</b>	<b>1</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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>
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>8</b>	<b>0</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>Board of Zoning Adjustment</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>22</b>	<b>0</b>	<b>1</b>	<b>3</b>

**Board of Zoning Adjustment**

<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?	8
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:

- We feel we are effective in resolving variances as requested by city residents and companies.

## **Brownfields Commission**

The commission is charged with promoting the cleanup and reuse of Brownfield properties to create jobs, increase the tax base, remove potential threats to public health and the environment, or otherwise productively reuse idle, abandoned, or underutilized properties. The commission is composed of eight members appointed by the mayor and seven ex officio members.

The Brownfields Commissions did not respond to the survey as required by city code.



## Central City Economic Development Sales Tax Board

The Central City Economic Development Sales Tax Board considers and makes recommendations to the city council regarding the adoption of or amendment to economic development plans, economic development projects, or designations of an economic development area. Three of the five members of the board are appointed by the mayor and approved by city council.

Central City Economic Development Sales Tax Board	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>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>0</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>
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>5</b>	<b>2</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?	•			

<b>Central City Economic Development Sales Tax Board</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>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>17</b>	<b>3</b>	<b>2</b>	<b>4</b>

**Central City Economic Development Sales Tax Board**

<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?	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:

- We received ethics and conflict of interest training from city staff and we abide by it although we have not created our own policies. Therefore, we have not created separate policies related to ethics and conflict of interest.

### City Market Oversight Committee

The City Market Oversight Committee reviews development, management, and operations of the City Market. The committee is composed of nine total members- five ex officio members and four mayor appointed members.

City Market Oversight Committee	Yes	No	Don't Know	N/A
<b>Leading the organization</b>	<b>3</b>	<b>0</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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>	<b>0</b>
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>3</b>	<b>4</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>City Market Oversight Committee</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>12</b>	<b>5</b>	<b>0</b>	<b>9</b>

**City Market Oversight Committee**

<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?	9
How many vacancies does your board currently have?	3
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
What percentage of board members live within Kansas City, Missouri?	100%

## City Plan Commission

The City Plan Commission is responsible for preparing or recommending plans for the improvement of and future physical development of the city. The commission is empowered to prepare plans, reports, and ordinances and to make recommendations relating to the exercise of zoning powers. The commission is composed of eight voting members appointed by the mayor and four non-voting members.

City Plan Commission	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>0</b>	<b>1</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 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>0</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?	•			
Has the board provided for external review of the organization's financial statements?				•
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
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>City Plan Commission</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>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>11</b>	<b>4</b>	<b>0</b>	<b>11</b>

**City Plan 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?	8
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 CPC is governed by Missouri State Statutes and City Code. Agendas are set based on applications submitted through the Planning Department. All commissioners are appointed by the mayor.

## Construction Workforce Board

The Construction Workforce Board provides community input to the director of the civil rights and equal opportunity department, reports issues and recommendations to the city manager and city council concerning the construction employment program, hears certain appeals of determinations of the director, and makes recommendations to city council. The board is composed of 11 members and 10 alternates selected by the mayor and various community groups, associations, and programs.

Construction Workforce Board	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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>1</b>
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>5</b>	<b>2</b>	<b>1</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?		•		
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>Construction Workforce Board</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>10</b>	<b>4</b>	<b>1</b>	<b>11</b>

**Construction Workforce Board**

<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?	19
How many vacancies does your board currently have?	6
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
What percentage of board members live within Kansas City, Missouri?	50-75%



## Emerging Technology Board

The Emerging Technology Board facilitates collaboration between city departments and agencies regarding emerging technology decisions and provides city decision makers with advice on significant decisions involving city uses of emerging technology and city regulation of new technology uses by public-private partnerships. The board is composed of seven members appointed by the mayor and five ex officio members.

Emerging Technology Board	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>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>0</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 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>1</b>
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>4</b>	<b>5</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>Emerging Technology Board</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?		•		
	<b>14</b>	<b>6</b>	<b>0</b>	<b>6</b>

**Emerging Technology Board**

<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?	12
How many vacancies does your board currently have?	4
Does the board's membership demographics reflect the diversity of Kansas City?	Did not respond
What percentage of board members live within Kansas City, Missouri?	Did not respond

## Employees' Retirement Board of Trustees

The Employees' Retirement Board of Trustees is responsible for directing the affairs of the Kansas City employees' retirement system and operating as the trustee of all funds created with the power to invest and reinvest them. The board determines the benefits or claim for benefits, creditable service, final average compensation, and eligibility and termination of membership in the retirement system. The board is composed of the director of human resources, the director of finance, and 11 members appointed by the mayor.

Employees' Retirement Board of Trustees	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>2</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 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>1</b>
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>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>Employees' Retirement Board of Trustees</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>2</b>	<b>2</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>14</b>	<b>5</b>	<b>0</b>	<b>7</b>

**Employees' Retirement Board of Trustees**

<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?	13
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%

## Enhanced Enterprise Zone Board

The Enhanced Enterprise Zone Board reviews and approves property tax abatements on improvements made to real property to new or expanding businesses located in one of the city's three enhanced enterprise zones. Each enhanced enterprise zone has seven board members, five of which are appointed by the mayor.

Enhanced Enterprise Zone Board	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>1</b>
Has the board specified what the CEO must report on and when?	•			
Has the board provided for external review of the organization's financial statements?				•
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
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>5</b>	<b>4</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>Enhanced Enterprise Zone Board</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>2</b>	<b>2</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>8</b>	<b>7</b>	<b>0</b>	<b>11</b>

**Enhanced Enterprise Zone Board**

<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?	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?	100%

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

- The EEZ board considers projects for abatements following guidelines set by city council. It does not have a budget and does not have any employees.

## Environmental Management Commission

The Environmental Management Commission offers policy recommendations concerning issues of environmental planning, management, and compliance; advocates for timely inclusion of environmental considerations in all city policies and programs; and monitors office of environmental quality reports regarding the city’s actions for compliance with laws, regulations, ordinances, plans, and resolutions. The commission is composed of 17 mayor appointed members.

Environmental Management Commission	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>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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>	<b>0</b>
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>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>Environmental Management Commission</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>2</b>

**Environmental Management 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?	17
How many vacancies does your board currently have?	10
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
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 precursor to the EMC was established as part of a mid-1990's consent decree in response to hazardous wastes violations. Over the years, the EMC has engaged with staff and external resources to offer the Mayor and City Council input regarding a wide variety of environmental initiatives. The EMC delivers the most value when it is filled with citizens with diverse areas of expertise and hearts for public service.



## Fairness in Construction Board

The Fairness in Construction Board is responsible for reviewing city construction bids, proposals and contracts, and incentive projects over \$300,000 to determine whether good faith efforts have been made to comply with city MBE/WBE and prevailing wage requirements. The board has the authority to hold appeals hearings and to assess liquidated damages. The board is composed of 11 members and 10 alternates appointed by the mayor.

Fairness in Construction Board	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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>1</b>
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>4</b>	<b>2</b>	<b>0</b>	<b>3</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?	•			

Fairness in Construction Board	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>
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>9</b>	<b>4</b>	<b>0</b>	<b>13</b>

**Fairness in Construction Board**

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?	21
How many vacancies does your board currently have?	11
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
What percentage of board members live within Kansas City, Missouri?	Less than 50%

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

- The board would like to request that they consult with the Mayor's office regarding any new appointments to the board. Questions 4-7 are not applicable due to limited authority per the ordinance. Questions 8-11 are not applicable due to CREO reporting to City Manager.

## **Firefighter Pension System Board of Trustees**

The board is responsible for the operation of the firefighter pension system including all claims for benefits and refunds or pensions. The board is composed of four ex officio members, three members voted in by members of the pension system, and two non-voting members appointed by the International Association of Fire Fighters' Local 42 and Local 3808.

The Firefighter System Board of Trustees did not respond to the survey as required by city code.

## **Healthcare System Board of Trustees**

The board is responsible for managing and directing the affairs of the healthcare system including prescribing healthcare benefits included within any healthcare plan offered to city employees and retirees. The board is composed of at least 11 members appointed by the mayor.

The Healthcare System Board of Trustees did not respond to the survey as required by city code.

## Historic Preservation Commission

The Historic Preservation Commission is responsible for reviewing and approving exterior changes to properties recognized as local landmarks or within local historic districts. The board also conducts surveys, recommends properties to designate as historic landmarks, and other policies and programs to encourage preservation of historic landmarks and districts. The commission is composed of nine voting members appointed by the mayor and four non-voting ex officio members.

Historic Preservation 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>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 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>1</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 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>0</b>
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>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?	•			
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?	•			

Historic Preservation Commission	Yes	No	Don't know	N/A
<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?	•			
	<b>20</b>	<b>2</b>	<b>0</b>	<b>4</b>

**Historic Preservation Commission**

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?	9
How many vacancies does your board currently have?	2
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
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 commission just reviewed the updated Historic Preservation recommendations in the Comprehensive Plan that has been submitted for adoption. We regularly prepare an annual report on our activities as required as a Certified Local Government (National Park Service Program). The commission would like more resources to implement the recommendation recommended in the comprehensive plan.

## Industrial Development Authority

The Industrial Development Authority issues industrial development bonds to facilitate the financing of qualified business projects within the limits of Kansas City, Missouri, such as the purchase, construction, extension and improvements of office buildings, hospitals, retirement facilities, warehouses, distribution facilities and industrial plants. The board is composed of seven members elected by City Council.

Industrial Development Authority	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</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>0</b>
Has the board specified what the CEO must report on and when?	•			
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>1</b>
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>Industrial Development Authority</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</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>16</b>	<b>5</b>	<b>0</b>	<b>5</b>

**Industrial Development 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?	7
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 IDA's purpose and activities are defined in the enabling statute. All board members are appointed by the mayor. Policies relating to matters in the survey are found in the bylaws, city code of ethics and board resolutions. The primary activities of the board are related to considering requests for bond issuances for local industrial projects as well as supporting identified strategic initiatives.



## Kansas City Human Rights Commission

The Kansas City Human Rights Commission reviews a variety of civil and human rights complaints and is empowered to develop task forces, work with civil rights and community organization to review patterns of discrimination and hate crimes in Kansas City and hold hearing regarding issues on general or specific civil and human rights affecting citizens. The commission is composed of seven members appointed by the mayor.

Kansas City Human Rights 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>1</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 provided for external review of the organization's financial statements?				•
<b>Ensuring accountability for achieving goals</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
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>5</b>	<b>4</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>Kansas City Human Rights Commission</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>5</b>	<b>0</b>	<b>1</b>

**Kansas City Human Rights 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?	7
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?	75-99%

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

- As to Question 25, we have had meetings in the past on various issues. We have not met recently with City Council or Mayor but would be happy to. In the past the Commission had a budget through the Department. Currently, budget issues are not clear on how our expenditures are approved. Recently, the Commission voted on an expenditure and later were told the expenditure could not go forward. We would appreciate directions on how the Commission's budgetary expenditures are determined.

## KC Museum Foundation

The KC Museum Foundation is responsible for fundraising on behalf of the Kansas City Museum and conducting or providing advisement as it relates to programs, exhibitions, and events. The foundation is composed of between 3 and 15 members appointed by the mayor.

KC Museum Foundation	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>2</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 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>0</b>
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>8</b>	<b>0</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?	•			

KC Museum Foundation	Yes	No	Don't know	N/A
<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?	•			
	24	1	0	1

**KC Museum Foundation**

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?	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?	75-99%

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

- 2 - committee meetings, then will be addressed to full board 27 - public comments - yes, but not at board meetings 34 - We are not a city board or commission, we are a separate 501c3 foundation that manages the museum similar to the zoo and WW1 Museum.

### KC TGA Planning Council

The KC TGA Planning Council plans for education and prevention efforts designed to reduce the incidence of HIV infection and provides services that promote the highest possible quality of life for all persons infected with or affected by HIV disease.

KC TGA Planning Council	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>2</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 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>0</b>
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>8</b>	<b>0</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?	•			

KC TGA Planning Council	Yes	No	Don't know	N/A
<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?	•			
	24	1	0	1

**KC TGA Planning Council**

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?	31
How many vacancies does your board currently have?	8
Does the board's membership demographics reflect the diversity of Kansas City?	No
What percentage of board members live within Kansas City, Missouri?	50-75%

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

- Planning council membership is invaluable to the Kansas City community, we are the voice and are allies for people with HIV. While many of us could be focused on client service delivery, we know that advocacy is critical especially to the political climate that we live in. As a member of the planning council, I am truly honored to serve alongside other Kansas Citians.

## LGBTQ Commission

The LGBTQ Commission advises city council regarding issues affecting persons within the LGBTQ community or the LGBTQ community as a whole, including matters of health, safety, and economic opportunity. The commission is composed of up to 13 members with 6 members representing the 6 districts, as appointed by their respective council representatives, and 7 members appointed by the mayor.

LGBTQ Commission	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>0</b>	<b>1</b>	<b>3</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>0</b>	<b>1</b>	<b>1</b>	<b>0</b>
Has the board specified what the CEO must report on and when?			•	
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>1</b>	<b>0</b>
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>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?	•			
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>LGBTQ 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>0</b>	<b>1</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?			•	
	16	4	6	0

**LGBTQ 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?	9
How many vacancies does your board currently have?	4
Does the board's membership demographics reflect the diversity of Kansas City?	Yes
What percentage of board members live within Kansas City, Missouri?	100%



## Liquor Control Review Board

The Liquor Control Review Board conducts hearings to review decisions made relative to liquor license disapprovals, revocations, suspensions, and complaints filed against license holders. The board is composed of six regular members and two alternate members appointed by the mayor.

Liquor Control Review Board	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>0</b>	<b>4</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>0</b>	<b>4</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>0</b>	<b>1</b>		<b>1</b>
Has the board specified what the CEO must report on and when?		•		
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>1</b>	<b>0</b>
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>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?	•			

<b>Liquor Control Review Board</b>	<b>Yes</b>	<b>No</b>	<b>Don't know</b>	<b>N/A</b>
<b>Representing the Public Interest</b>	<b>2</b>	<b>1</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?			•	
	9	11	5	1

**Liquor Control Review Board**

<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?	8
How many vacancies does your board currently have?	0
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
What percentage of board members live within Kansas City, Missouri?	100%

## Municipal Art Commission

The Municipal Art Commission advises on matters of design and visual elements of major public buildings, structures, art objects, interior furnishings, and other physical facilities of the city, and in matters of promoting, fostering, and encouraging cultural activities of all kinds, including the fine arts and the performing arts. The commission is composed of six regular members (and six alternates) appointed by the mayor and three ex officio members.

Municipal Art Commission	Yes	No	Don't know	N/A
<b>Leading the organization</b>	<b>1</b>	<b>1</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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>0</b>	<b>0</b>	<b>2</b>
Has the board specified what the CEO must report on and when?				•
Has the board provided for external review of the organization's financial statements?				•
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
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>4</b>	<b>3</b>	<b>1</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>Municipal Art 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>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?				•
	9	4	1	12

**Municipal Art 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?	15
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?	75-99%

### **Neighborhood Tourist Development Fund Committee**

The committee reviews proposals and makes recommendations to City Council on the disbursement of the funds on a city-wide basis for projects that promote neighborhoods, through cultural, social, ethnic, historic, educational, and recreational activities. The committee is composed of two members from each council district appointed by the respective council member and three members from the community at-large appointed by the mayor.

The Neighborhood Tourist Development Fund Committee did not respond to the survey as required by city code.

## Parking and Transportation Commission

The Parking and Transportation Commission is responsible for identifying, studying, and making recommendations for addressing parking and transportation needs within the city. The commission is composed of 15 members appointed by the mayor.

Parking and Transportation Commission	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>0</b>	<b>0</b>	<b>0</b>	<b>4</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>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>	<b>0</b>
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>3</b>	<b>5</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>Parking and Transportation Commission</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>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?				•
	8	9	0	9

**Parking and Transportation Commission**

<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?	15
How many vacancies does your board currently have?	1
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
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:

- This commission is defined by ordinance, including its membership and mission, so many of these questions do not apply.

## Public Improvement Advisory Committee

The Public Improvement Advisory Committee recommends to the City Council projects to receive funds within each council district from 35 percent of the total funds available from the proceeds of the 1 cent sales tax. The committee is composed of 13 members consisting of a member appointed by each city council member and a mayor appointed chair.

Public Improvement Advisory Committee	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>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>0</b>	<b>0</b>	<b>1</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>	<b>0</b>
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>4</b>	<b>3</b>	<b>1</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>Public Improvement Advisory Committee</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?				•
	13	5	2	6

**Public Improvement Advisory Committee**

<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%

## Planned Industrial Expansion Authority

The Planned Industrial Expansion Authority is responsible for overseeing the industrial redevelopment of blighted, unsanitary, and underdeveloped areas. The Planned Industrial Expansion Authority has a number of powers to accomplish this purpose including but not limited to the issuance of bonds and acquisition by eminent domain. The board is composed of 15 members appointed by the mayor.

Planned Industrial Expansion 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>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>0</b>
Has the board specified what the CEO must report on and when?	•			
Has the board provided for external review of the organization's financial statements?	•			
<b>Ensuring accountability for achieving goals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
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>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>Planned Industrial Expansion 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>1</b>	<b>1</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?		•		
	15	6	1	4

**Planned Industrial Expansion 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?	15
How many vacancies does your board currently have?	2
Does the board's membership demographics reflect the diversity of Kansas City?	Could be better
What percentage of board members live within Kansas City, Missouri?	100%

## Police Retirement System of Kansas City, Missouri

The Police Retirement System of Kansas City, Missouri, is responsible for the administration of the State of Missouri retirement statuses applicable to the sworn and civilian employees of the KCPD. The board is composed of two members appointed by the Board of Police Commissioners, five members elected by individuals receiving benefits from the retirement system, one member appointed by City Council, and one ex officio member.

<b>Police Retirement System of Kansas City, Missouri</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>0</b>
Has the board specified what the CEO must report on and when?	•			
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>0</b>
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>Police Retirement System of Kansas City, Missouri</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?	•			
	24	2	0	0

**Police Retirement System of Kansas City, Missouri**

<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?	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?	50-75%

## Visit KC

Visit KC is responsible for overseeing the operation of the Convention and Visitor’s Bureau in promoting attractions, facilities, and tourism within Kansas City. The board is composed of 11 members, 5 of which are appointed by the mayor.

Visit KC	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>2</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 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>0</b>
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>6</b>	<b>2</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?	•			

Visit KC	Yes	No	Don't know	N/A
<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?	•			
	22	3	1	0

**Visit KC**

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?	22
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?	50-75%