



WMPC Risk Prevention and Management

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Risk Management Philosophy and Framework

West Michigan Partnership for Children (WMPC) provides comprehensive risk management processes to protect the safety, dignity, and legal rights of others as well as its human, financial, physical, and intangible assets.

The Leadership Team (Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Director of Performance and Quality Improvement, Director of Care Coordination and Innovation, and our Human Resources Consultant monitors for operations as well as for enterprise risk management. The focus of program operations is on incident review/trend identification and working within Performance and Quality Improvement (PQI) team and with partner agencies to address the trends. Enterprise risk management focuses on forces that could undermine agency business operations viability if not addressed or prevented.

Three-Tiered Oversight

Risk Management and Prevention (RPM) oversight occurs through the Board, Leadership Team, and the Care Coordination and PQI Teams.

1. Board Oversight

Responsibility of financial risk assigned the Finance Committee. Bi-annual Board evaluation of CEO for progress in achieving state key performance indicators and federal measures. The Board may identify additional operational risks that are better handled by the WMPC Executive Leadership Team and pass them along.

2. Leadership Team Oversight

The Leadership Team (either Executive Leadership, Senior Leadership, or Operational Leadership) meets weekly and will address significant risk management issues as they occur. This may include finances, performance, critical incidents, safety, and personnel. When the Leadership Team identifies risks related to strategy or governance, these will be addressed by the Board. Partner private agency risks will be addressed during quarterly performance and quality improvement engagement meetings.

3. PQI and Care Coordination Team Oversight

Care Coordinators are assigned specific private foster care agencies and they have regular contact with the staff and leadership. When critical incidents occur, they are contacted within four hours of the incident and provide follow up at the agency.

PQI Coordinators are also assigned to specific agencies and analyze the critical incidents that occur at the agencies and provide information about trends as well as recommend performance improvement as warranted.

Critical Incidents

WMPC is committed to the safety and well-being of children in foster care, and therefore, requires all private agencies to report significant incidents occurring with children in care. The private agencies, shelter and residential program staff, and foster parents will report emergencies, as appropriate, to 911, local law enforcement, and Child Protective Services (CPS).

Critical Incidents also require direct alerts to WMPC. Upon notification, WMPC will report applicable incidents to the MDHHS County Director for entry into the MDHHS alert system. The private agencies must report critical incidents to the WMPC On Call Staff by phone and submit the WMPC-210 (or comparable PAFC agency form) by e-mail, as applicable.

Emergency Incident Reporting

The following scenarios are considered emergency critical incidents and necessitate immediate but no later than four hours notification by phone to the WMPC On Call Staff for any active foster care case:

1. Death of a child or parent.
2. Serious accident or injury of a child requiring emergency medical hospitalization and involving potentially life-threatening conditions.

Significant Incident Reporting

The following scenarios are considered significant critical incidents and necessitate e-mail notification no later than four business hours to the WMPC Director of Care Coordination and Innovation, Care Coordination Manager and assigned Care Coordinator for any active foster care case:

1. Victimization or alleged victimization of a child (rape, physical or sexual assault, human trafficking, etc.)
2. Substantiated abuse or neglect of a foster child, including within a foster home.
3. Law enforcement investigation of a child's criminal actions or conduct.
4. Any attempted removal or removal of a foster child from the foster home by any person who is not authorized by the child placing agency.
5. A court order that reflects reasonable efforts were not found.

Individual critical incidents are reviewed by Directors, the COO, and the CEO, as well as the County Director at Michigan Department of Health and Human Services. Critical incidents are entered into PSAM (Provider Services and Activity Management) and are reviewed on a quarterly basis, disaggregated by type, agency, and trends will be analyzed and an action plan developed, as applicable.

WMPC is developing a tiered approach to addressing critical incidents which will address what WMPC response is to each type of incident. A flow chart will be shared with all WMPC team members as well as partner agencies.

Enterprise Risk Management

WMPC leadership is working with MindShare to create data entry forms for the following incidents so oversight and analysis can be systemized.

1. compliance with legal requirements; (including licensing, mandatory reporting laws, fiscal accountability, governance)
2. technology and information management
3. insurance and liability
4. health and safety of administrative and service environments
5. human resources practices
6. contracting practices and compliance
7. client rights and confidentiality issues
8. financial risks
9. public relations, branding, and reputation
10. conflicts of interest.

General Safety Principles / Approach to Risk Management

1. WMPC operates in compliance with local, state, and federal laws and regulations.
2. WMPC follows and complies with all policies and standards that arise from its relationship to and funding from MDHHS and other government and private funders in matters related to the health safety, and well-being of the children and families served by the organization.
3. All adults involved in WMPC bear responsibility for the health, safety, and security of service recipients. This is a primary responsibility of the board of directors, CEO, leadership team, and all team members.
4. Safety and risk management activities are multi-faceted and include thoughtful screening, selection and training of team members and contract personnel.
5. Creation and enforcement of policies, standards, guidelines, and procedures as guides for planning.
6. Maintaining safe and secure facilities.
7. Establishing procedures to be followed in the event of an emergency.
8. Maintaining clear channels of communication.

Responsibility for Risk Management

Board of Directors Risk Oversight

1. Finance/Investment Committee. The Finance/Investment Committee shall advise the Board in matters relating to the fiscal affairs of the Corporation.

The Finance / Investment Committee is authorized to:

- a. Recommend to the Board immediate and long-term strategic and financial plans for the Corporation.
- b. Recommend to the Board financial goals and objectives for the Corporation.
- c. Review the annual budget of the Corporation prepared by the CEO before presentation to the Board.
- d. Review the annual audit of the finances of the Corporation before presentation to the Board.

The Finance / Investment Committee is not authorized to:

- a. Hire/fire staff.
- b. Spend resources not approved by the Board or without staff knowledge.
- c. Direct or supervise staff.
- d. Enter into contracts.
- e. Make decisions without a quorum.

2. Board of Directors

The Board is responsible for the appointment of the external auditors who annually conduct an audit in accordance with generally accepted accounting principles (GAAP) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. The Audit Committee receives the Consolidated Financial Report and a separate Federal Awards Report (OMB Circular A-133) directly from the audit firm as well as any required communication of the auditors' consideration of internal control over financial reporting and on their tests of WMPC's compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters.

The Board is authorized to:

1. Oversee the financial reporting process.
2. Select an independent auditor.
3. Meet with the auditor to review the findings of the audit accompanying financial information and any accompanying management letter.
4. Formally accept the auditor's report within 180 days of the close of the fiscal year.
5. Report the findings and make recommendations at the next official meeting of the governing body.
6. Assure that the CEO promptly acts upon recommendations in the management letter.

Leadership Team Risk Oversight

The Leadership Team (Executive / Senior / Operational) has the responsibility for surfacing and managing the operational risks facing WMPC.

Some iteration of the Leadership Team meets at least three times a month and has Risk Management and Prevention as a standing agenda item to address immediate identified risks. On a quarterly basis, the Leadership Team will discuss risk issues and the effectiveness of risk management strategies, and organize the implementation of new policies, procedures, training, and other steps to protect the organization's critical assets.

Leadership Team's specific RPM responsibilities include:

1. Identifying and monitoring the key operational risks facing WMPC.
2. Evaluating the management of operational risks.
3. Encouraging risk management practices that establish the appropriate levels for risk-taking and other checks and balances to manage operational risks.
4. Engaging staff throughout the organization to foster organization-wide awareness and buy-in for key policies.
5. Providing an opportunity for the thoughtful analysis of emerging operational risks and risk trends

The Leadership Team may form short-term task forces to tackle issues and needs that require special focus, research, or short-term action.

Compliance with Legal Requirements

WMPC ensures compliance with all requirements outlined in all legal agreements, to include grants, contracts, Memoranda of Understandings (MOUs), Data-Sharing Agreements, Business Associate Agreements, and in its licenses with MDHHS. WMPC contracts with a law firm, Rhoades McKee, which reviews all WMPC legal agreements and provides technical assistance, legal advice, and consultation to WMPC to ensure it understands the requirements and is appropriately including necessary pass-through requirements in its subcontracts.

WMPC's Contract and Financial Analyst is pursuing a Certification in Federal Grants Management and is responsible for designing, developing, implementing, and interpreting grants management policies, procedures, and practices and ensuring appropriate oversight and compliance at WMPC.

WMPC conducts annual audits of its subcontractors and in that process identifies any areas of non-compliance and follows up with corrective action plans. WMPC is audited annually for compliance with its Child Placing License and with its grant with MDDHS. In addition, Hungerford and Nichols annually audits

WMPC's financial statements, including any single audit requirements, with any areas of non-compliance noted in reports issued following those reviews.

Insurance and Liability

WMPC purchases insurance coverage as a financing mechanism for certain risks but recognizes that insurance is not a substitute for vigilance in planning and implementing programs. WMPC carries coverages for the following risks:

- Automotive
- Commercial General Liability and Property Coverage
- Cyber Security
- Professional Liability
- Umbrella Coverage
- Workers Compensation

Contracting Practices and Compliance

As a privatized provider of foster care and adoption services to nearly 900 children in Kent County, WMPC must comply with myriad requirements, such as those pertaining to the screening, training and selection of foster families, case management requirements, and the permanency, safety, and wellbeing of all children.

The leadership and staff at WMPC recognize that contracting out certain functions, services and activities does not absolve the organization from responsibility for ensuring the quality and effectiveness of those activities. Overseeing contracting practices and compliance is viewed as a shared responsibility, and the leadership team works collaboratively to ensure that:

- WMPC's contracts are well understood and clear with respect to deliverables, expectations, benchmarks and timelines.
- Assignment for specific contract compliance issues is assigned before a contract is executed.
- Periodic progress reviews and monitoring are in place to ensure proper oversight and compliance.

The key components of the organization's contract compliance efforts are utilization management, quality assurance, and network development.

Utilization Management

Determining service delivery targets is a key component to balancing the service budget while effectively managing resources necessary to support timely permanency. WMPC is developing and will implement a utilization management protocol designed to manage the needs of our children and families while assuring the provision of quality services and financial stability for our organization. WMPC uses Intacct (an accounting system), MindShare (a technology system that receives a daily feed from MISACWIS and Intacct) and PSAM (Provider Services and Activity Management) to collect data and complete trend analysis that identifies potential risks and to control risk through the appropriate utilization of services and placement resources for the children in licensed care.

Quality Assurance Program

WMPC's Performance and Quality Improvement plan is designed to ensure that consistent, high-quality services are delivered to the children and families assigned to its care. The goals of WMPC PQI Plan are to

improve the permanency, safety, and well-being of children in out-of-home care in Kent County toward achievement of all Implementation, Sustainability and Exit Plan (ISEP) and Child and Family Service Review (CSFR) outcomes; to reduce the possibility of adverse occurrences; and to maintain a system for continuous quality improvement.

Network Development

The WMPC's Leadership Team is responsible for researching potential network providers to determine their ability to meet the needs of WMPC and the System of Care. Methods for research include listening sessions, focus groups, surveys, and review of performance outcomes and audits. These assessments inform WMPC's decisions on the likeliness of the potential organization to fulfill contractual obligations. WMPC monitors the attainment of performance goals using best practice methodologies. To accomplish mission critical goals, WMPC assesses contractual compliance of subcontractors through a Continuous Quality Improvement process that coordinates both contract compliance and quality monitoring activities.

WMPC has the following schedule to ensure adequate monitoring:

1. A review of performance measures agency monthly review sessions.
2. A review of performance measures and PQI planning during agency quarterly review sessions.
3. An assessment of the implementation of DCWL CAPs during agency quarterly review sessions.
4. Ongoing case reviews with reporting every quarter (WMPC staff will identify case file noncompliance and request correction by PAFC staff).
5. Review of critical incidents at time of reporting to assess appropriate documentation and timeliness. A WMPC investigation of the incident may occur if there appears to be a contract violation. Review of trends and risk management will occur during agency quarterly review sessions.
6. An annual contract review that includes:
 - a. Annual performance for contracted performance measures utilizing MiSACWIS Infoview reports.
 - b. An assessment of the PQI plan using Council on Accreditation PQI standards.
 - c. Enhanced Foster Care (EFC) case review – a selection of EFC cases will be reviewed to determine compliance with the agency's EFC Program Statement.
 - d. An analysis of ongoing case reviews for the previous year to identify strengths and challenges in case management.
 - e. An analysis of critical incident documentation for the previous year to identify strengths and challenges in reporting, as well as trends and risk management.
 - f. An analysis of MiTEAM fidelity reports for the previous year to identify strengths and opportunities for improvement.
 - g. Document review of agency policies to ensure compliance with required contract provisions.
 - h. An analysis of DCWL CAP implementation for the previous year, utilizing quarterly implementation assessment information, to identify strengths and challenges in addressing noncompliance of licensing and MDHHS policy.
 - i. Interviews with staff, foster care parents, and biological parents and review of agency satisfaction surveys to assess satisfaction with organizational structure and support, as well as perceptions of strengths and challenges in working with families.

Client Rights and Confidentiality

Protecting the rights and privacy of the clients it serves is of paramount importance to WMPC leaders, team members and contract personnel. The organization relies on important strategies to achieve this goal, including:

1. Client rights and WMPC culture of focusing on creating better futures for children and families are stressed during pre-employment screening and during staff orientation. Each team member team is coached on the importance of looking after and protecting each child served by WMPC. Staff understand that protecting clients in all respects is a shared responsibility throughout the organization and our partnership.
2. Staff are encouraged to raise and discuss any concerns about client rights or confidentiality issues during supervision.
3. WMPC welcomes feedback from all stakeholders and the culture of the organization is to treat concerns—particularly anything related to the safety and well-being of children and families—as high priorities.

Structure, Governance and Board Operations

Articles of Incorporation

WMPC was incorporated in the State of Michigan on October 12, 2015 as a nonprofit, 501 (c)(3) organization.

Bylaws

WMPC amended its Bylaws, and they were approved by the Board of Directors in January 2023. It is the Board's policy to use the Bylaws as a tool for effective governance. Before key decisions are made and votes taken, the Board Chair and CEO refer to the Bylaws to make certain that no actions on the part of the Board conflict with the Bylaws. The Board recognizes that the Bylaws require periodic review and updating. At a minimum, the Board will review and consider whether changes are needed every three years.

Conflict of Interest Policy

WMPC's conflict of interest policy is outlined in Section 8 of its Bylaws. The policy defines a conflict of interest as *"when the interest or concerns of any individual or his or her immediate family or any organization to which he or she owes allegiance are seen as competing with the interests or concerns of WMPC."* It requires disclosure of potential conflict of interest by the person concerned to the Board and recusal of that individual from any vote on that matter.

No team member, officer, Board member or agent of WMPC can participate in the selection, award, or administration of a contract supported by Federal or State funds if a conflict of interest, real or apparent, is involved.

Board Manual

The WMPC Board adopted a Board Manual in October 2018. The Manual was distributed to all Board members and will be distributed to newly elected members of the Board as part of the onboarding/orientation process in March 2019. Board members are encouraged to revisit the content in the Manual throughout their tenure as members of the WMPC governing body.

Board Orientation

WMPC conducts a board orientation for all newly elected Board members. Returning board members are encouraged to attend the orientation to refresh their knowledge of the organization's governance policies and practices and to get to know the new Board members.

Board Development

WMPC's Board is dedicated to improving the skill and knowledge of its members by continually educating the members on the legal, financial, and operational aspects of governing a nonprofit organization. The board will allocate time during the year to increase its governance knowledge.

For new Board members, the orientation process includes a one-year development plan which includes a mentor and providing resources and training around board roles and responsibilities. The mentor is available to answer questions and to guide the newcomer.

Board Assessment

Not less than annually, as a part of a regular Board meeting or retreat, the Directors will evaluate the performance of the Board through a self-evaluation. This self-evaluation will be informed by feedback from the CEO, senior management, and various. The questions that will be used for this evaluation are included at the end of this report.

Board Recruitment and Nomination

In December 2018, WMPC established a new Board Nominating Committee.

The primary duties of the Board Nominating Committee are to:

1. Recommend criteria for board eligibility.
2. Identify and vet prospective candidates for board service.
3. Present a slate of nominees for officer and director positions for board action.
4. Design and coordinate an orientation for new board members.

Board Meeting Minutes

WMPC recognizes the importance of Board meeting minutes, and each Board member is aware of their responsibility for ensuring the accuracy of the minutes. The minutes are maintained on WMPC's SharePoint, a secure, web-based, collaborative document storage and management system. Board meeting minutes contain a list of present and absent board members, as well as key areas of discussion and action items. Draft minutes are distributed to the board prior to being accepted as official records of board meetings and decisions.

Insurance/Risk Financing Strategy

WMPC is committed to protecting its financial and human assets to the greatest extent possible. The organization strives to eliminate, or reduce as much as practicable, the conditions, activities, and practices that cause insurable losses. The organization will purchase insurance to provide indemnity for catastrophic losses and will decide, based on an analysis of the best interests of the organization, to either insure or retain those risks not considered of major importance to mission-critical operations and financial well-being. The board will receive an annual insurance stewardship report summarizing its insurance program, any significant losses and any changes made to the program during the prior year.

Human Resources

Written Employment Policies

WMPC has adopted critical employment policies, which are contained in the Team Member Handbook. The Handbook is distributed to all incoming team members on their first day of employment and are required to acknowledge receipt of the Handbook and an agreement to abide by the policies therein. It is the organization's policy to review the Handbook carefully prior to taking any disciplinary action against a team member to ensure that the organization's policies have been followed. Team Members who have questions or concerns about any of the policies contained in the Handbook are encouraged to speak with their direct supervisor or WMPC's HR Consultant at Partners in Action.

Communicating Policy Changes

All new policies are communicated in writing to team members with memos and other appropriate policy documents. In addition, new policies are incorporated in the policy manual when that manual is updated periodically.

Policy Review and Updating

It is the policy of WMPC to review and update its Team Member Handbook at least every two years to ensure that policies remain suitable for the organization and in compliance with state and federal employment laws.

Use of Position/Job Descriptions

WMPC uses job descriptions for positions in the organization. These documents are developed by supervisory personnel and updated on an as needed basis. Job descriptions detail that all personnel must undergo thorough background screenings prior to hire including Michigan Central Registry, National Sex Offender List, Employment Reference check, DMV check, Criminal Records check, and Drug Screening. Offer letters to prospective team member's state that satisfactory results of background screening are a condition of employment.

Orientation Process for New Team Members

WMPC's Human Resources Consultant is responsible for conducting an orientation session for all new team members on the first day of employment. During this session, key provisions of the Team Member Handbook are discussed, the team member is given additional information necessary for benefits enrollment and the team member is given a time frame to sign up for benefits once eligible and the team member is encouraged to ask questions about any aspect of employment policy or operations. Team members are also introduced to other team members and provided with an overview of equipment and systems they will be required to use.

Team Member Supervision

WMPC views effective staff supervision as an essential component of risk management. Supervisory staff are expected to communicate their expectations of direct reports clearly and consistently and hold team members accountable regarding key tasks and responsibility and compliance with the organization's employment policies. All team members are encouraged to raise concerns or questions about work priorities and assignments with their direct supervisor. All supervisors meet with their direct reports for a minimum of weekly 1:1 direct supervision, in addition to team meetings.

Performance Appraisal

It is the policy of WMPC to require six-month evaluations for all new team members, and annual performance reviews for all team members. WMPC's Human Resources Consultant is responsible for ensuring that these reviews are completed appropriately and on time.

Financial Risks and Financial Management

Financial Responsibilities and Objectives

It is the responsibility of the Board of Directors to formulate financial policies and review the operations and activities of WMPC on a periodic basis. The Board delegates this oversight responsibility to the Finance Committee, of which the Treasurer is the Chair. The CEO of the organization acts as the primary fiscal agent, with responsibility for implementing all financial management policies and procedures on a day-to-day basis. The CEO may delegate to qualified professional staff responsibility for managing various aspects of financial management.

Annually the Senior Leadership Team, led by the CFO, works collaboratively to prepare a budget for the fiscal year that will begin on October 1st. The draft budget is presented to the Finance Committee and the Board for approval. WMPC Leadership Team meets monthly to review the organization's fiscal position and provide oversight of expenditures as appropriate.

WMPC's financial statements shall be prepared on an accrual basis in accordance with Generally Accepted Accounting Principles ("GAAP"). The CFO shall direct the preparation of monthly Financial Statements and presentation of these statements to the Board of Directors and the Board Finance Committee.

WMPC has adopted internal control measures as part of an overall effort to safeguard financial assets. These controls include: 1) monthly reconciliation of revenues received with MDHHS MiSACWIS payment rosters and WMPC's list of kids in care, 2) adding additional staff to provide proper segregation of duties, 3) review of all expenditures by the CFO, 4) monthly reconciliation of all bank and credit card accounts, and 5) created written procedures for managing Federal grants and pass-through funds as required by Uniform Guidance.

It is the policy of WMPC to engage the services of a reputable, independent CPA firm to conduct an annual audit of the organization's financial statements. A representative of the selected audit firm is requested to make an annual presentation to the Finance Committee and WMPC Board of Directors.

Investment Policy

The board of WMPC has authority to adopt an investment policy that is appropriate for the organization.

Appendix A

Board Evaluation

Rate your personal evaluation of board meetings on a scale of 1-10, with 10 = excellent and 1 = very poor.

1. The way in which we spent our meetings' time: RATING _____

(Give yourselves a good rating if you spent most of your time on the first 3 items. If most of the time was on the last three items, rate yourselves lower.

- i. Focusing on the 'big picture' of strategy, the future, trends, etc.
- ii. Threats or barriers to WMPC's success
- iii. Considering the needs of the community
- iv. Making decisions which we have prohibited the CEO from making
- v. Discussing details of how WMPC is managed
- vi. Making decisions that we had already delegated to the CEO

2. The attention we paid to obtaining community input: RATING _____

(If you spent time discussing information obtained from the community regarding needs, or discussing how you would obtain such information, give yourselves a high rating. If you discuss information provided primarily from member agencies, rate yourself lower.)

3. The way in which we encouraged diversity in viewpoints: RATING _____

(Give yourselves a good rating if you allowed everyone to have a reasonable opportunity to express their viewpoints without monopolizing the meeting and if there was effective sharing and examination of differences of opinion. If there are board members who seldom express their perspectives, rate yourself lower.)

4. The effectiveness of how we utilize committees: RATING _____

(Give yourself a good rating if you expected reports from any committees to provide options for your consideration, along with the implications of each option. If you simply accepted or rejected a committee recommendation with little debate or dialog, rate yourselves lower.)

5. The way in which we maintained our own discipline. RATING _____

(Give yourselves a good rating if you declared conflict of interest when appropriate; addressed through training any identified areas in which the board needed further education; adhered to meeting agendas and identified items for future agendas.)

6. The degree to which we provide support and accountability for the CEO's performance: RATING _____

(Give yourself a good rating if you completed a CEO performance evaluation within the past year that included CEO input and identified a plan for continuous improvement and success.

7. The way in which we carried out our responsibility to monitor results: RATING _____

(Give yourselves a good rating if you reviewed CEO reports on progress on strategic goals and outcomes in advance of the meeting, identified areas where you needed further evidence, and monitored progress on a timely basis. If the board is more reactive than proactive, rate yourself lower.)

8. The way in which we hold ourselves and each other accountable for working within our governing policies and job descriptions. RATING: _____

(Give yourself a good rating if the board or committee on which you sit has reviewed its policies and duties within the past year. If not, rate yourself lower.)

9. When we make decisions, we act in the best interest of the community. RATING: _____

10. The most important thing we could change to be better is: RATING: _____
