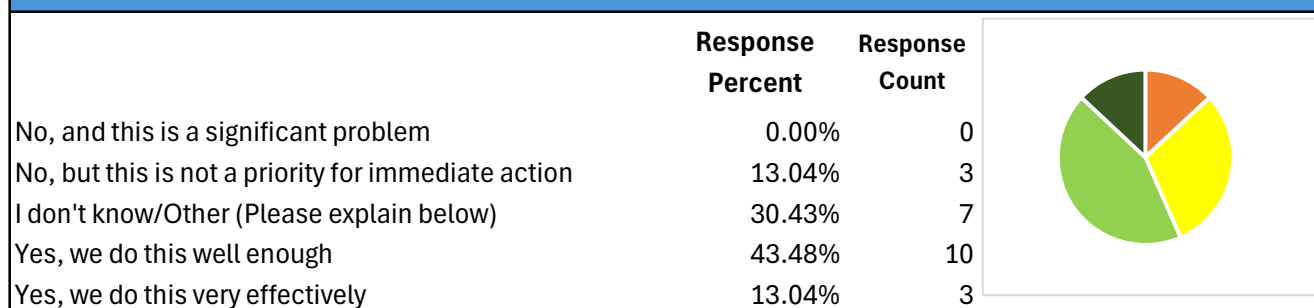


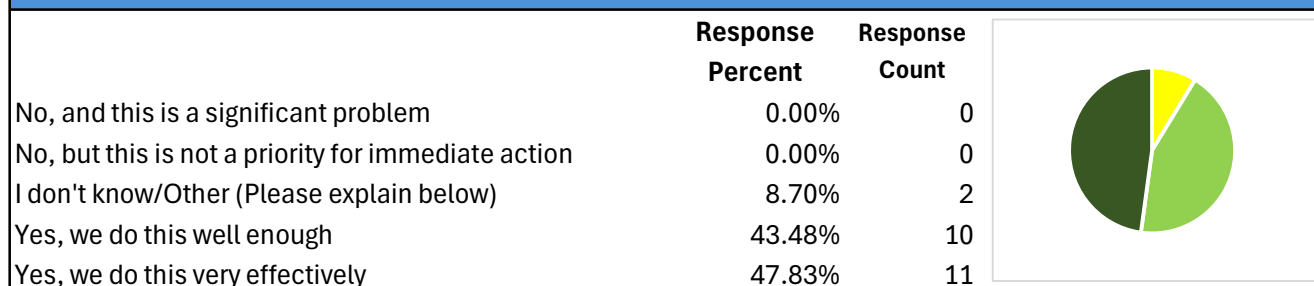
# The Board Doctor's Annual Checkup: A Board Governance Self-Assessment Ohio Provider Resource Association November-December 2023

## Section 1: Legal Requirements and Bylaws

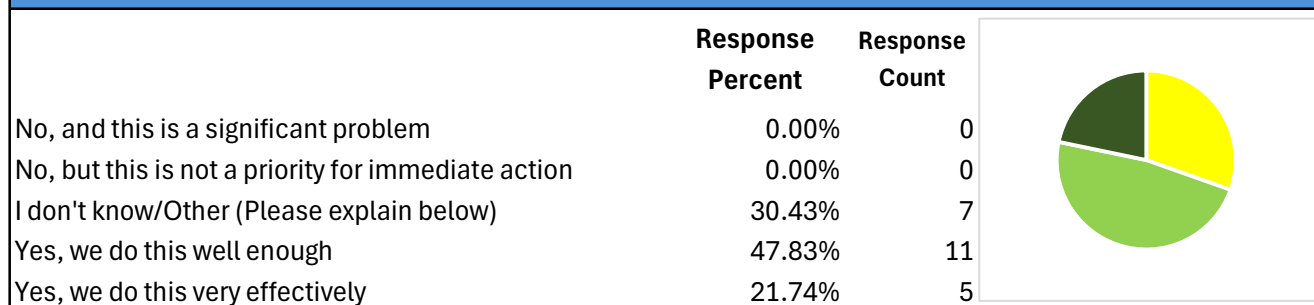
### 1. Does the board conduct an annual review of the organization's compliance with federal and state laws?



### 2. Does the board or a board-designated committee review and certify the accuracy of the IRS 990 each year before it is filed?

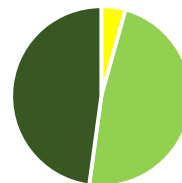


### 3. Does the board ensure that any state-required registrations and reports, including those related to charitable solicitation laws, are filed in a timely manner?



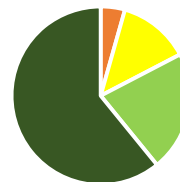
#### 4. Does the board adhere to the written bylaws?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem               | 0.00%            | 0              |
| No, but this is not a priority for immediate action | 0.00%            | 0              |
| I don't know/Other (Please explain below)           | 4.35%            | 1              |
| Yes, we do this well enough                         | 47.83%           | 11             |
| Yes, we do this very effectively                    | 47.83%           | 11             |



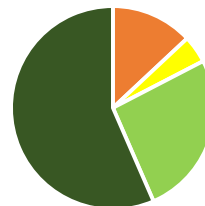
#### 5. Has the board reviewed the bylaws in the last three years?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem               | 0.00%            | 0              |
| No, but this is not a priority for immediate action | 4.35%            | 1              |
| I don't know/Other (Please explain below)           | 13.04%           | 3              |
| Yes, we did this well enough                        | 21.74%           | 5              |
| Yes, we did this very effectively                   | 60.87%           | 14             |



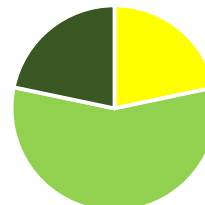
#### 6. Do the bylaws provide for limited terms for board members and officers?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem                 | 0.00%            | 0              |
| No, but this is not a priority for immediate action   | 13.04%           | 3              |
| I don't know/Other (Please explain below)             | 4.35%            | 1              |
| Yes, we have such provisions                          | 26.09%           | 6              |
| Yes, we have such provisions and use them effectively | 56.52%           | 13             |

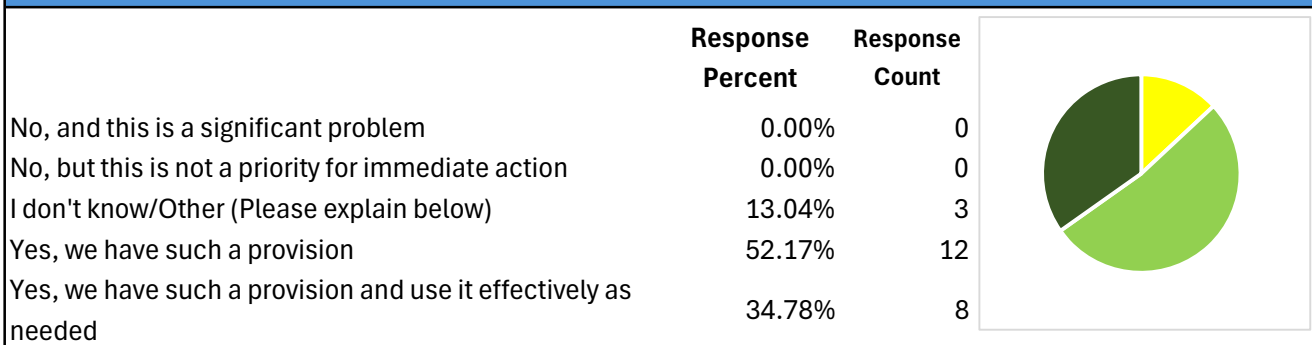


#### 7. Do the bylaws provide a process for removing a board member when necessary?

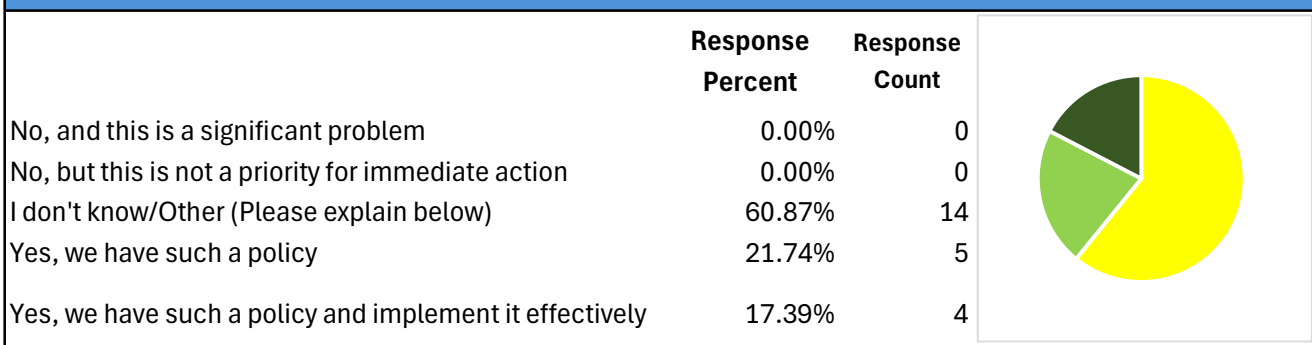
|  | Response Percent | Response Count |
|--|------------------|----------------|
| No, and this is a significant problem                                | 0.00%            | 0              |
| No, but this is not a priority for immediate action                  | 0.00%            | 0              |
| I don't know/Other (Please explain below)                            | 21.74%           | 5              |
| Yes, we have such a provision  | 56.52%           | 13             |
| Yes, we have a clear provision that could be implemented effectively | 21.74%           | 5              |



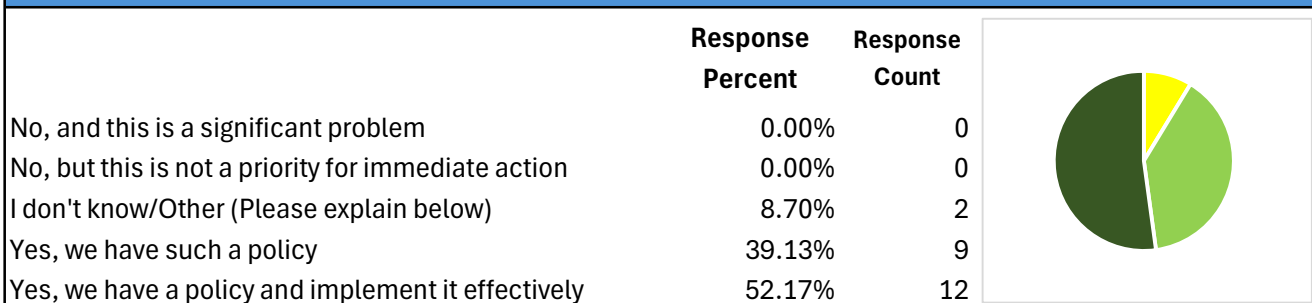
**8. Do the bylaws provide a process for handling urgent matters between meetings? (i.e. a provision for voting by email or other electronic means.)**



**9. Does the board ensure organization-wide adherence to a legally-compliant Document Retention and Destruction Policy?**



**10. Has the board adopted a Conflict of Interest Policy requiring board members to disclose potential financial conflicts and to abstain from discussion and voting?**



**Please use this space to share any further perspective regarding Legal Compliance, Bylaws and Board Policies**

1. I am not certain that it is done annually.

6. We do have 3-year terms for members, but there is not a limit on how many terms a member may serve. Officers have term limits.

9. I am not aware of how this is handled.

I assume that required records are maintained for required time periods but do not have direct knowledge to report.

On 1, not sure of an overall review however plenty attention paid to compliance and legal issues as we make decisions.

I am a new board member and still learning our processes and procedures.

Not sure how applicable charitable solicitation regulations would apply to a trade association such as OPRA. We do have a PAC that is well managed and monitored.

## Section 2: Board Roles and Responsibilities

### 1. Are the individual and collective responsibilities and expectations of board members clearly spelled out in a board member position description?

|  | Response Percent | Response Count |  |
|--|------------------|----------------|--|
| No, and this is a significant problem                  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action    | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)              | 17.39%           | 4              |  |
| Yes, we have a written document                        | 52.17%           | 12             |  |
| Yes, we have a written document and use it effectively | 30.43%           | 7              |  |

### 2. Do all board members understand their fiduciary obligation to the organization and its donors, upholding their legal Duties of Care, Loyalty and Compliance?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 4.35%            | 1              |  |
| I don't know/Other (Please explain below)           | 8.70%            | 2              |  |
| Yes, for the most part we all understand our duties | 47.83%           | 11             |  |
| Yes, we all understand and uphold our duties        | 39.13%           | 9              |  |

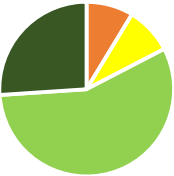
### 3. Do all board members make a priority of preparing for and attending board and committee meetings?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |  |
| Yes, for the most part board members are prepared   | 69.57%           | 16             |  |
| Yes, we are all always prepared                     | 30.43%           | 7              |  |


### 4. Do all board members participate in top-level decision-making for the organization, crafting the organization's values, goals, policies and plans?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem               | 4.35%            | 1              |  |
| No, but this is not a priority for immediate action | 4.35%            | 1              |  |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |  |
| Yes, for the most part we all participate           | 43.48%           | 10             |  |
| Yes, we all participate very effectively            | 47.83%           | 11             |  |

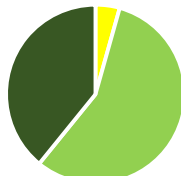
**5. Do all board members participate in establishing an annual budget reflecting the organization's priorities, goals, and values?**

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 8.70%            | 2              |   |
| I don't know/Other (Please explain below)           | 8.70%            | 2              |   |
| Yes, for the most part we all participate           | 56.52%           | 13             |   |
| Yes, we all participate very effectively            | 26.09%           | 6              |   |

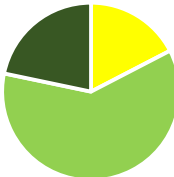
**6. Are all board members actively involved in securing adequate financial resources to fund the budget?**

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 34.78%           | 8              |   |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |   |
| Yes, the majority of board members are involved     | 47.83%           | 11             |   |
| Yes, all board members are involved                 | 17.39%           | 4              |   |

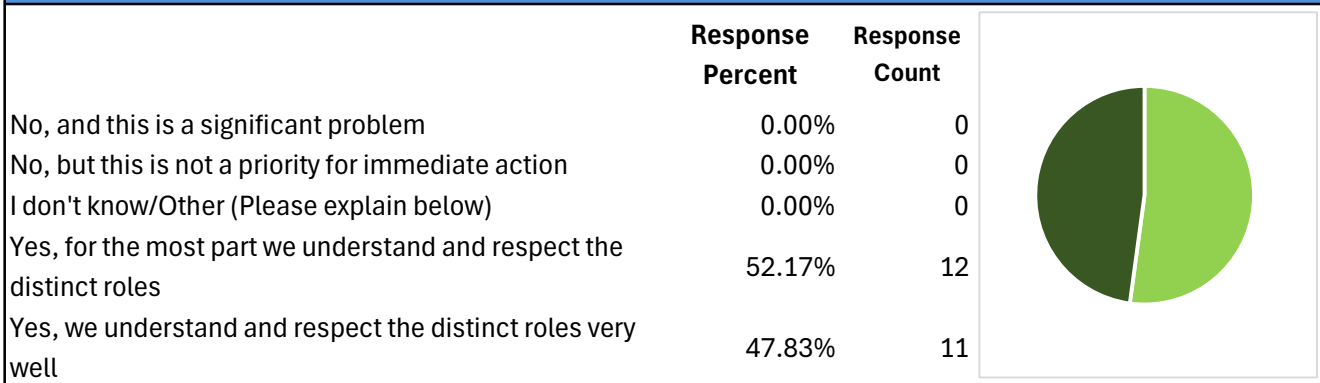
**7. Are at least some board members involved in identifying board development needs and recruiting potential board members who might meet those needs?**

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)           | 4.35%            | 1              |   |
| Yes, for the most part board members are involved   | 56.52%           | 13             |   |
| Yes, board members are involved very effectively    | 39.13%           | 9              |   |

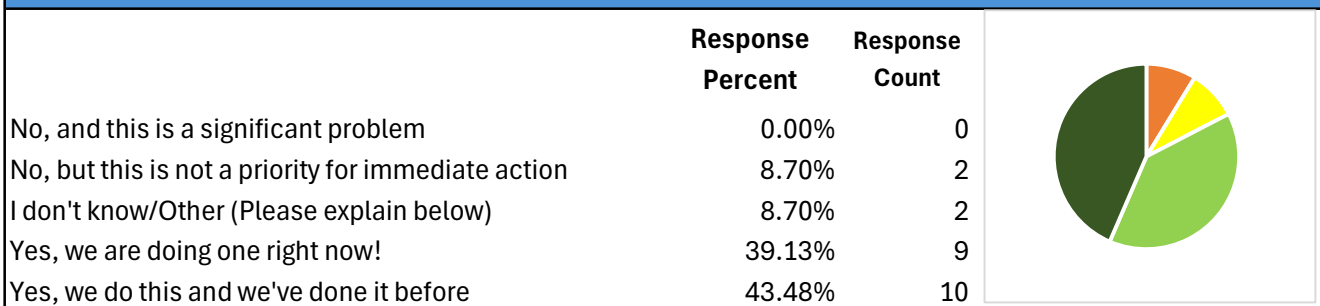
**8. [If the organization employs staff], has the board clearly defined its expectations in written documents?**

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem             | 0.00%            | 0              |  |
| No, but this not a priority for immediate action  | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)         | 17.39%           | 4              |   |
| Yes, we have written documents                    | 60.87%           | 14             |   |
| Yes, we have written documents we use effectively | 21.74%           | 5              |   |

**9. [If the organization has staff] Are the distinct roles and responsibilities of board and staff understood and respected by all?**



**10. Does the board conduct a self-assessment of its governance function every year or two?**



**Please use this space to share any further perspective regarding Board Roles and Responsibilities.**

5. Approximately 25% of our board members have input on the budget. While the entire board votes on the proposed budget.

10. I'm not sure we meet that threshold as the question is written. Our Governance Committee ensures that we stay between the "guardrails" on a constant basis. They do a very nice job.

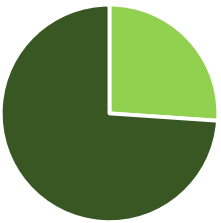
5. Finance committee does the budget work and submits recommendation to the full Board.

10. Board has a very active Governance Committee.

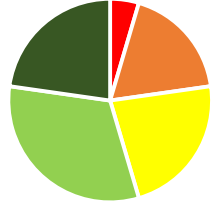
I am a new board member and still learning our procedures and processes.

## Section 3: Board Composition and Engagement

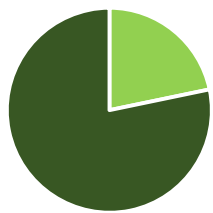
### 1. Is the board comprised of individuals with the requisite skills, characteristics, interests, and experiences to perform the board's functions?

|  | Response Percent | Response Count |   |
|--|------------------|----------------|---|
| No, and this is a significant problem  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                          | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)                                    | 0.00%            | 0              |   |
| Yes, for the most part we have enough board members to perform our functions | 26.09%           | 6              |   |
| Yes, we have enough board members to perform our functions very effectively  | 73.91%           | 17             |   |

### 2. Has the board reviewed its composition to ensure it represents the diversity in the community in terms of gender, race, age, geographic distribution, and stakeholder interests?

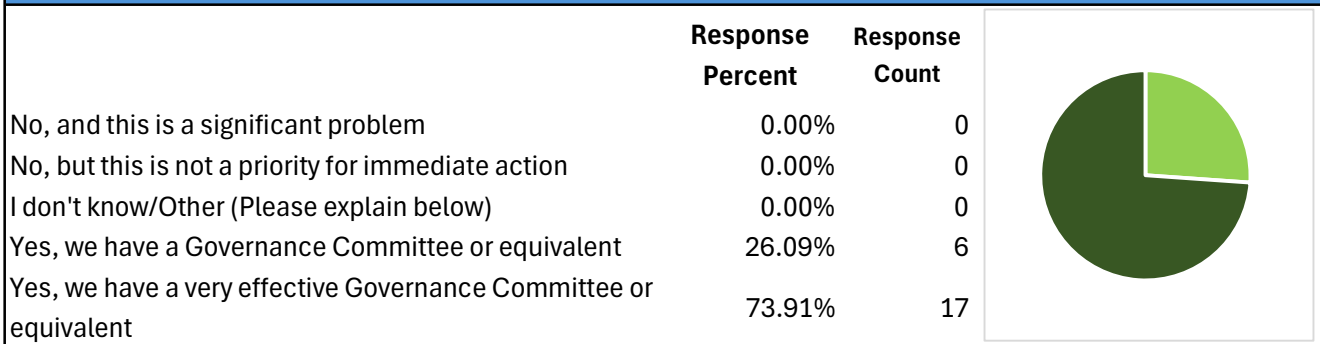
|  | Response Percent | Response Count |  |
|--|------------------|----------------|--|
| No, and this is a significant problem  | 4.55%            | 1              |  |
| No, but this is not a priority for immediate action                                | 18.18%           | 4              |  |
| I don't know/Other (Please explain below)  | 22.73%           | 5              |  |
| Yes, we have reviewed our board's composition                                      | 31.82%           | 7              |  |
| Yes, our board is diverse OR we are implementing a clear plan to improve diversity | 22.73%           | 5              |  |

### 3. Does the board have enough actively engaged and productive members to effectively govern and fulfill its responsibilities?

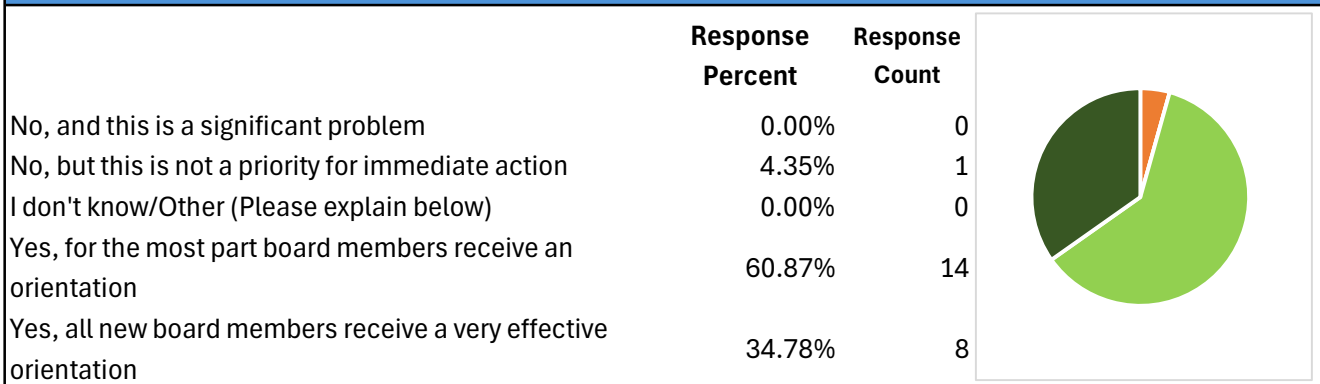
|  | Response Percent | Response Count |   |
|--|------------------|----------------|---|
| No, and this is a significant problem                  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action    | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)              | 0.00%            | 0              |   |
| Yes, for the most part enough board members are active | 21.74%           | 5              |   |
| Yes, board members are active and very effective       | 78.26%           | 18             |   |



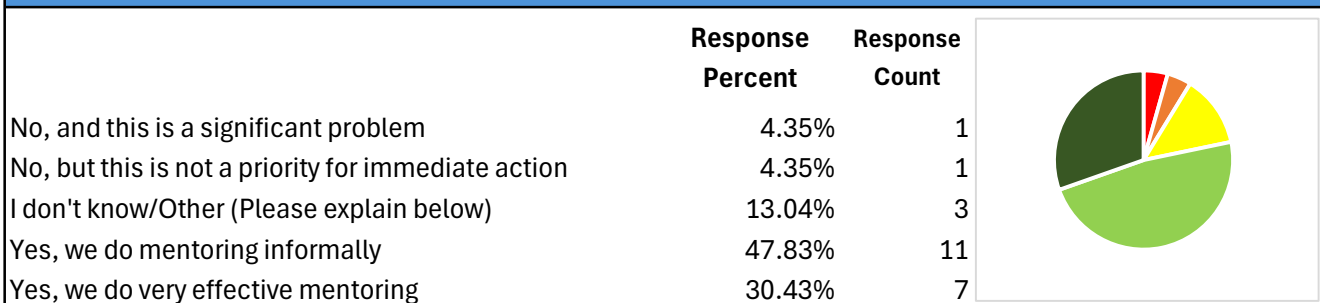
**4. Is there a Governance Committee (or equivalent) that is responsible for board evaluation, recruitment, orientation, and development/review of governance policies?**



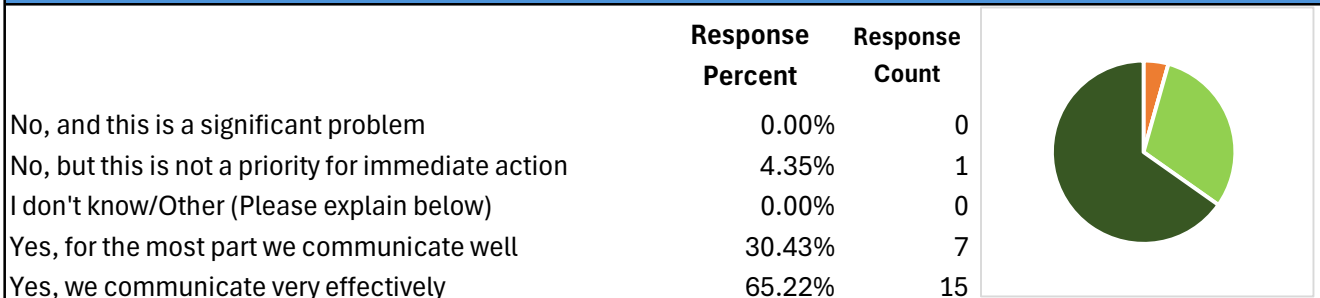
**5. Does each new board member receive a board-led orientation to the organization including its policies, expectations, financials, practices, and history?**



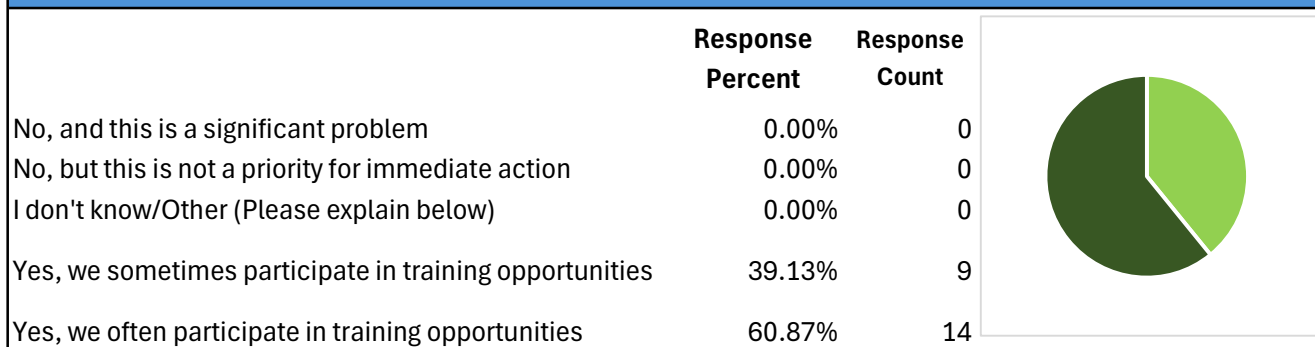
**6. Is there a regular process in place for veteran board members to mentor newer board members?**



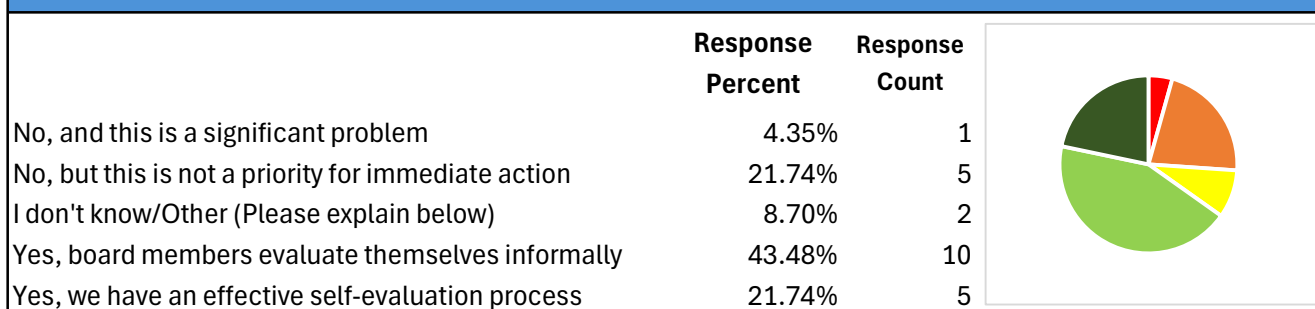
**7. Do board members communicate with each other in a way that builds trust and encourages full participation in discussion and decision-making?**



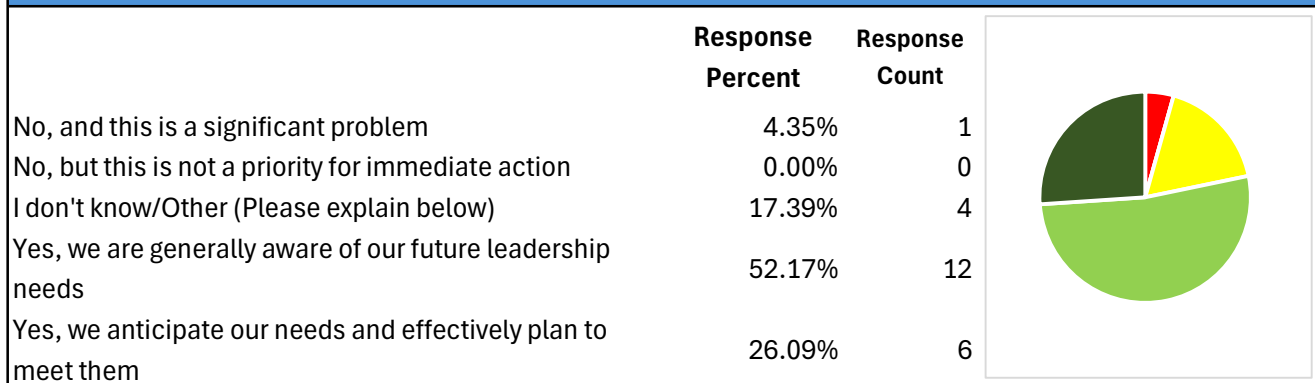
### 8. Do board members engage in regular opportunities to participate in training and ongoing education?



### 9. Do board members annually self-evaluate their own individual performance as board members?



### 10. Does the board anticipate its future leadership needs and develop board members for leadership roles? (i.e. officers and committee chairs.)



### Please use this space to share any further perspective regarding Board Composition and Engagement.

10. I don't think we directly develop board members for leadership roles, but there is a class offered called "Advance" that intends to help with the development of board leadership.

2. question not applicable. Any member of OPRA can indicate interest in Board membership. Voting of members determines.

I am a new board member and still learning our processes and procedures.

## Section 4: Board Structure and Meetings

### 1. Are the roles, responsibilities and authorities of the officers clearly spelled out in written position descriptions and reviewed regularly?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                                     | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                       | 4.35%            | 1              |  |
| I don't know/Other (Please explain below)                                 | 13.04%           | 3              |  |
| Yes, we have written position descriptions                                | 34.78%           | 8              |  |
| Yes, we have written position descriptions and implement them effectively | 47.83%           | 11             |  |

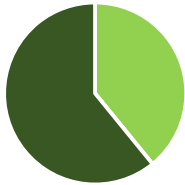
### 2. Does the committee structure contribute to effective board governance and decision-making?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |  |
| Yes, we have committees                             | 43.48%           | 10             |  |
| Yes, we have very effective committees              | 56.52%           | 13             |  |


### 3. Are the responsibilities and authorities of each committee clearly outlined in written policies?

|  | Response Percent | Response Count |  |
|--|------------------|----------------|--|
| No, and this is a significant problem                                      | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                        | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)                                  | 8.70%            | 2              |  |
| Yes, we have written committee descriptions                                | 47.83%           | 11             |  |
| Yes, we have written committee descriptions and implement them effectively | 43.48%           | 10             |  |

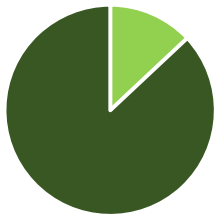
#### 4. Are the board's committees active and responsible for the work in their area?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |   |
| Yes, our committees are mostly functioning          | 39.13%           | 9              |   |
| Yes, our committees are working very well           | 60.87%           | 14             |   |

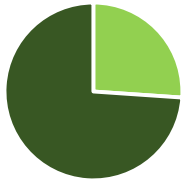
#### 5. Do all committees, including any Executive Committee, report their activities to the board?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |   |
| Yes, for the most part they report                  | 47.83%           | 11             |   |
| Yes, our committees submit regular written reports  | 52.17%           | 12             |   |

#### 6. Are meeting agendas and supporting materials provided to board members prior to each meeting?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem                                     | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                       | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)                                 | 0.00%            | 0              |   |
| Yes, we do this but it may be last minute or incomplete info              | 13.04%           | 3              |   |
| Yes, we receive a complete packet at least a few days before each meeting | 86.96%           | 20             |   |

#### 7. In meetings, is adequate time given for free and full discussion of important matters?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |   |
| Yes, for the most part we have adequate time        | 26.09%           | 6              |   |
| Yes, we prioritize our schedule and keep to it      | 73.91%           | 17             |   |

**8. Are meeting minutes prepared by the board secretary, submitted for approval to the board, and kept in a central location accessible to all?**

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)           | 4.35%            | 1              |  |
| Yes, for the most part the secretary keeps minutes  | 21.74%           | 5              |  |
| Yes, the secretary keeps minutes we use effectively | 73.91%           | 17             |  |

**9. Are boardroom discussions focused on policy, planning, evaluation, fiscal responsibility, and other important long-term matters rather than on day-to-day operations and events?**

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                 | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action   | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)             | 0.00%            | 0              |  |
| Yes, for the most part we are focused in our meetings | 34.78%           | 8              |  |
| Yes, we are totally focused in our meetings           | 65.22%           | 15             |  |

**10. Does the board chair effectively facilitate to keep each meeting on track and productive?**

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                   | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action     | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)               | 0.00%            | 0              |  |
| Yes, for the most part our board chair facilitates well | 21.74%           | 5              |  |
| Yes, our board chair facilitates very effectively       | 78.26%           | 18             |  |

**Please use this space to share any further perspective regarding Board Structure and Meetings.**

8. We have handled this with the Secretary taking board minutes and a staff member. My feeling is that I would rather have the staff member handle the minutes so that the board member can remain engaged.  
I am a new board member and still learning our processes and procedures.

## Section 5: Fiduciary Responsibilities

### 1. Is the budget thoroughly discussed by the board before it is adopted?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)           | 4.35%               | 1                 |  |
| Yes, for the most part we discuss it thoroughly     | 34.78%              | 8                 |  |
| Yes, we discuss it thoroughly                       | 60.87%              | 14                |  |

### 2. Does the board regularly receive financial reports (Year to Date Actuals/Balance Sheet) that are timely, understandable, and support decision-making?

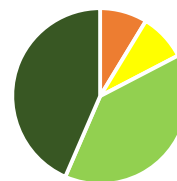
|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem                | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action  | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)            | 0.00%               | 0                 |  |
| Yes, for the most part we receive financial reports  | 17.39%              | 4                 |  |
| Yes, we receive financial reports we use effectively | 82.61%              | 19                |  |

### 3. Do the financial reports clearly distinguish between unrestricted general funds and any restricted, program-specific funds such as grants?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem                             | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action               | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)                         | 0.00%               | 0                 |  |
| Yes, for the most part we our financial reports have this clarity | 17.39%              | 4                 |  |
| Yes, our financial reports are quite clear in this regard         | 82.61%              | 19                |  |

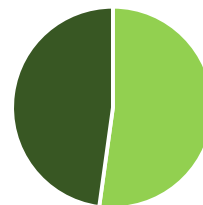
#### 4. Is the treasurer actively involved in preparing financial reports?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem               | 0.00%            | 0              |
| No, but this is not a priority for immediate action | 8.70%            | 2              |
| I don't know/Other (Please explain below)           | 8.70%            | 2              |
| Yes, for the most part the treasurer is involved    | 39.13%           | 9              |
| Yes, our treasurer is actively involved             | 43.48%           | 10             |



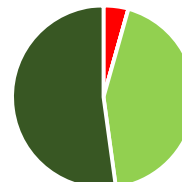
#### 5. Does the board discuss discrepancies between the approved budget and actual income or spending?

|  | Response Percent | Response Count |
|--|------------------|----------------|
| No, and this is a significant problem                        | 0.00%            | 0              |
| No, but this is not a priority for immediate action          | 0.00%            | 0              |
| I don't know/Other (Please explain below)                    | 0.00%            | 0              |
| Yes, for the most part we discuss discrepancies              | 52.17%           | 12             |
| Yes, we rarely have discrepancies but if we do we discuss it | 47.83%           | 11             |



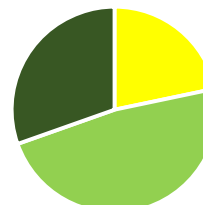
#### 6. Does the board review program effectiveness to insure an appropriate return on investment?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem               | 4.35%            | 1              |
| No, but this is not a priority for immediate action | 0.00%            | 0              |
| I don't know/Other (Please explain below)           | 0.00%            | 0              |
| Yes, we do this well enough                         | 43.48%           | 10             |
| Yes, we do this very effectively                    | 52.17%           | 12             |



#### 7. Does the organization have and follow written financial management policies addressing internal controls, monitoring, whistleblowing, and investments?

|  | Response Percent | Response Count |
|--|------------------|----------------|
| No, and this is a significant problem                | 0.00%            | 0              |
| No, but this is not a priority for immediate action  | 0.00%            | 0              |
| I don't know/Other (Please explain below)            | 21.74%           | 5              |
| Yes, we have such policies in place                  | 47.83%           | 11             |
| Yes, we have policies and implement them effectively | 30.43%           | 7              |



#### 8. Are the organization's financial policies regularly reviewed and approved by the board?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                       | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action         | 4.35%            | 1              |  |
| I don't know/Other (Please explain below)                   | 26.09%           | 6              |  |
| Yes, the board has reviewed and approved financial policies | 47.83%           | 11             |  |
| Yes, we regularly review our financial policies             | 21.74%           | 5              |  |

#### 9. Does the board require and review an annual audit by an external accounting firm OR [for smaller organizations] provide for an internal audit performed by board members not ordinarily having access to financial records and accounts?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                         | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action           | 4.35%            | 1              |  |
| I don't know/Other (Please explain below)                     | 8.70%            | 2              |  |
| Yes, we have done this  | 39.13%           | 9              |  |
| Yes, we have a firm audit policy and implement it effectively | 47.83%           | 11             |  |

#### 10. Does the board ensure that the organization carries sufficient and appropriate insurance policies?

|  | Response Percent | Response Count |  |
|--|------------------|----------------|--|
| No, and this is a significant problem                                  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                    | 8.70%            | 2              |  |
| I don't know/Other (Please explain below)                              | 17.39%           | 4              |  |
| Yes, for the most part the board ensures we have appropriate insurance | 39.13%           | 9              |  |
| Yes, the board insures we have appropriate insurance                   | 34.78%           | 8              |  |

#### Please use this space to share any further perspective regarding Fiduciary Responsibility.

4. The Treasurer is not really involved in preparing financial reports. However, they are very engaged and entuned to what is going on. The treasurer reports to the entire board.

9. We do a review by an outside firm annually and every 3-5 years we do an Audit.

I am a new board member and still learning our processes and procedures.

We should review insurance coverage



## Section 6: Planning and Evaluation

### 1. Has the board reviewed its mission statement in the last three years for appropriateness and relevance?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)           | 0.00%               | 0                 |  |
| Yes, we have reviewed it                            | 34.78%              | 8                 |  |
| Yes, we have a practice of regular review           | 65.22%              | 15                |  |


### 2. Is there a clearly-articulated vision of what the organization will be like in 5 or 10 years?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem                                       | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action                         | 4.35%               | 1                 |  |
| I don't know/Other (Please explain below)                                   | 4.35%               | 1                 |  |
| Yes, we have a vision statement   | 30.43%              | 7                 |  |
| Yes, we have an effective vision statement that effectively guides our work | 60.87%              | 14                |  |


### 3. Does the organization have written documents that clearly describe its mission, vision, values, long-term goals and short-term objectives?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem                   | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action     | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)               | 0.00%               | 0                 |  |
| Yes, for the most part with have this in writing        | 39.13%              | 9                 |  |
| Yes, we have a clear plan that we implement effectively | 60.87%              | 14                |  |


**4. Does the organization have a written plan that outlines specific objectives for the board, officers and committees as well as staff?**

|  | Response<br>Percent | Response<br>Count |   |
|--|---------------------|-------------------|---|
| No, and this is a significant problem                    | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action      | 4.35%               | 1                 |   |
| I don't know/Other (Please explain below)                | 0.00%               | 0                 |   |
| Yes, for the most part our plan addresses this           | 39.13%              | 9                 |   |
| Yes, our strategic plan effectively guides board actions | 56.52%              | 13                |   |


**5. Does the board regularly review progress on its stated goals, and make adjustments as needed?**

|   | Response<br>Percent | Response<br>Count |   |
|---|---------------------|-------------------|---|
| No, and this is a significant problem               | 4.35%               | 1                 |  |
| No, but this is not a priority for immediate action | 4.35%               | 1                 |   |
| I don't know/Other (Please explain below)           | 4.35%               | 1                 |   |
| Yes, for the most part we review our progress       | 17.39%              | 4                 |   |
| Yes, we review progress and make adjustments        | 69.57%              | 16                |   |

**6. Are the organization's measures for successful programs, services and operations clear to all?**

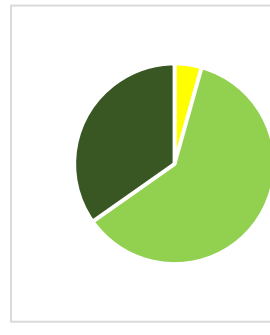
|  | Response<br>Percent | Response<br>Count |   |
|--|---------------------|-------------------|---|
| No, and this is a significant problem                | 4.35%               | 1                 |  |
| No, but this is not a priority for immediate action  | 0.00%               | 0                 |   |
| I don't know/Other (Please explain below)            | 0.00%               | 0                 |   |
| Yes, for the most part our measures are clear        | 43.48%              | 10                |   |
| Yes, our measures are clear and effectively guide us | 52.17%              | 12                |   |

**7. Does the board review performance measures and outcomes data to monitor the effectiveness and efficiency of programs and make adjustments as needed?**

|   | Response<br>Percent | Response<br>Count |   |
|---|---------------------|-------------------|---|
| No, and this is a significant problem               | 4.35%               | 1                 |  |
| No, but this is not a priority for immediate action | 4.35%               | 1                 |   |
| I don't know/Other (Please explain below)           | 4.35%               | 1                 |   |
| Yes, for the most part we monitor programs          | 39.13%              | 9                 |   |
| Yes, we use performance measures very effectively   | 47.83%              | 11                |   |

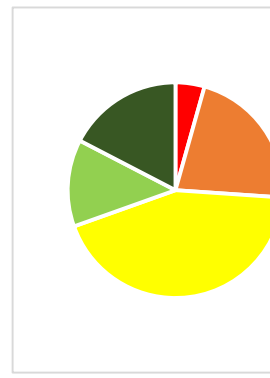
#### 8. Does the board have information, in addition to staff reports, by which to evaluate programs?

|  | Response Percent | Response Count |
|--|------------------|----------------|
| No, and this is a significant problem                              | 0.00%            | 0              |
| No, but this is not a priority for immediate action                | 0.00%            | 0              |
| I don't know/Other (Please explain below)                          | 4.35%            | 1              |
| Yes, for the most part we have program information                 | 60.87%           | 14             |
| Yes, we have program evaluation information and use it effectively | 34.78%           | 8              |



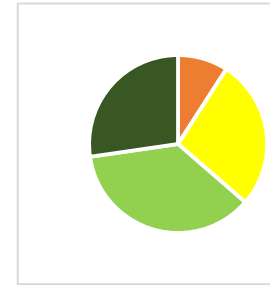
#### 9. Are there written succession plans in place for the board's top leadership positions?

|  | Response Percent | Response Count |
|--|------------------|----------------|
| No, and this is a significant problem                            | 4.35%            | 1              |
| No, but this is not a priority for immediate action              | 21.74%           | 5              |
| I don't know/Other (Please explain below)                        | 43.48%           | 10             |
| Yes, for the most part we have board succession plans            | 13.04%           | 3              |
| Yes, we have board succession plans we can implement effectively | 17.39%           | 4              |



#### 10. Does the organization have a written plan for its public relations, marketing or outreach objectives, with clearly defined roles, messages and timelines?

|   | Response Percent | Response Count |
|---|------------------|----------------|
| No, and this is a significant problem               | 0.00%            | 0              |
| No, but this is not a priority for immediate action | 9.09%            | 2              |
| I don't know/Other (Please explain below)           | 27.27%           | 6              |
| Yes, we have a plan                                 | 36.36%           | 8              |
| Yes, we have a plan we implement effectively        | 27.27%           | 6              |



#### Please use this space to share any further perspective regarding Planning and Evaluation.

9. I am not aware of any succession plans; however, we have been through change in the past and the board worked effectively to address the situation.

10. Not sure of an actual written plan.

10. Answer primarily based on highly effective state budget strategy by OPRA

I am a new board member and still learning our processes and procedures.

## Section 7: The Board as Employer

**1. Has the board approved an Employment Manual with policies for staff selection, training, promotion, wages and benefits, leave, standards of conduct, philosophy of discipline, and grievance procedures?**

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 9.09%               | 2                 |  |
| I don't know/Other (Please explain below)           | 31.82%              | 7                 |  |
| Yes, we have a manual                               | 40.91%              | 9                 |  |
| Yes, we have a manual and implement it effectively  | 18.18%              | 4                 |  |

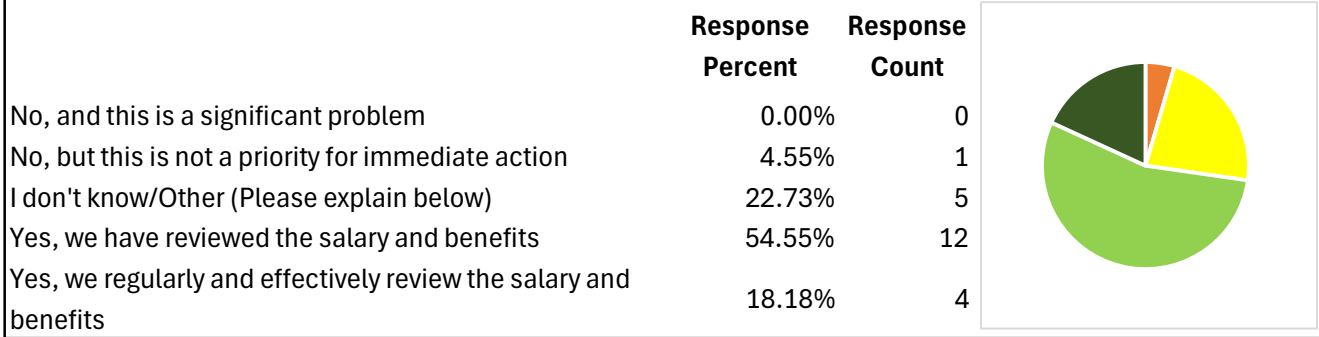
**2. Has the board adopted and annually reviewed a written job description for the CEO that clearly spells out her/his responsibilities?**

|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem                            | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action              | 9.09%               | 2                 |  |
| I don't know/Other (Please explain below)                        | 18.18%              | 4                 |  |
| Yes, we have a position description                              | 40.91%              | 9                 |  |
| Yes, we have a position description and implement it effectively | 31.82%              | 7                 |  |

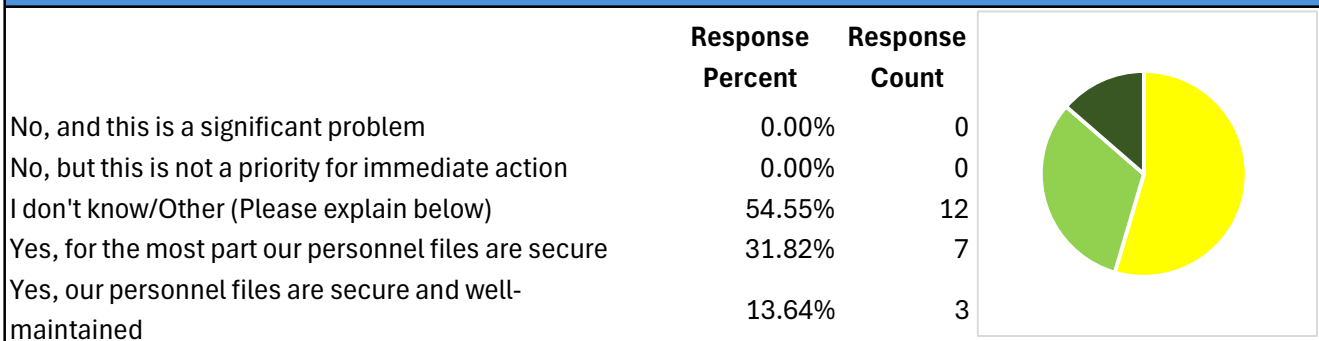
**3. Does the board complete an annual performance evaluation for the CEO which is based on clearly-identified expectations spelled out in plans, policies, and position descriptions?**

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)           | 13.64%              | 3                 |  |
| Yes, we do a performance evaluation                 | 40.91%              | 9                 |  |
| Yes, we do a very effective performance evaluation  | 45.45%              | 10                |  |

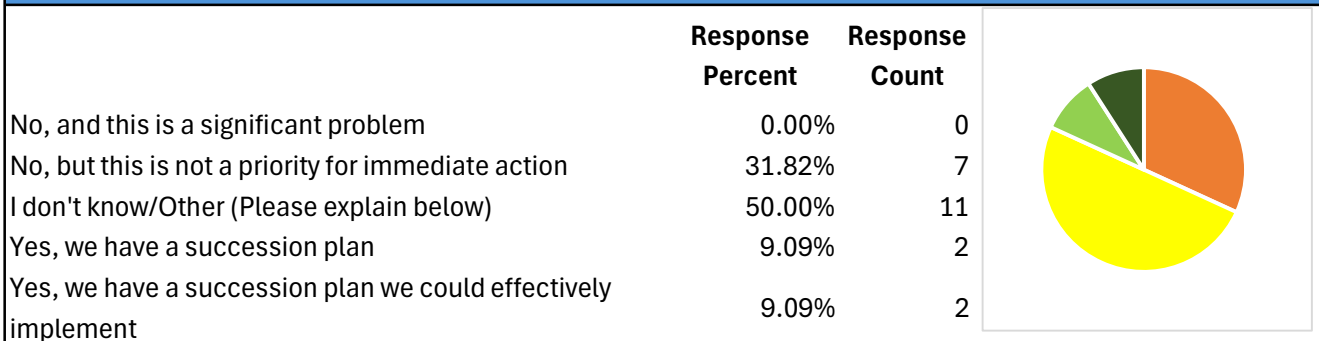
#### 4. Does the board annually review and update the salary and benefits packages of the CEO and employees?



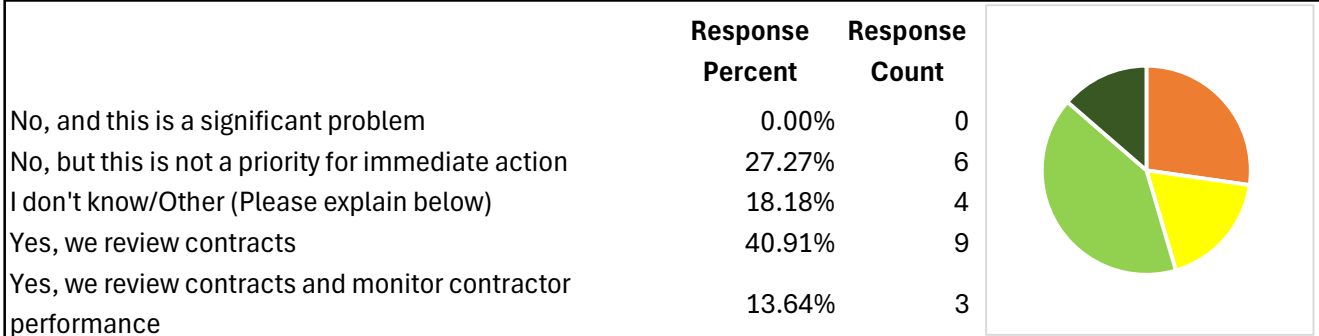
#### 5. Are personnel files maintained in a secure, legally-compliant manner?



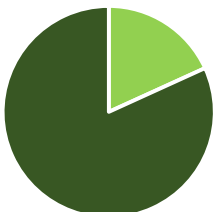
#### 6. Has the board adopted and regularly reviewed a written succession plan for the CEO?



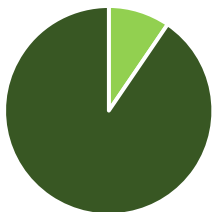
#### 7. Does the board review contracts and monitor the performance of independent contractors employed by the organization?



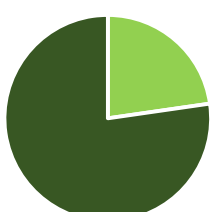
**8. Does the board provide the CEO with adequate resources and authority to achieve goals and meet stated expectations?**

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem                               | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                 | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)                           | 0.00%            | 0              |   |
| Yes, for the most part the CEO has adequate resources and authority | 18.18%           | 4              |   |
| Yes, the CEO has the resources and authority to be very effective   | 81.82%           | 18             |   |

**9. Is there a climate of mutual trust and respect between the board and CEO?**

|  | Response Percent | Response Count |  |
|--|------------------|----------------|--|
| No, and this is a significant problem                  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action    | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)              | 0.00%            | 0              |  |
| Yes, for the most part we trust and respect each other | 9.52%            | 2              |  |
| Yes, we have a very strong trust-based relationship    | 90.48%           | 19             |  |

**10. Does the board allow and provide the CEO with professional growth and development opportunities?**


|  | Response Percent | Response Count |   |
|--|------------------|----------------|---|
| No, and this is a significant problem  | 0.00%            | 0              |  |
| No, but this is not a priority for immediate action                                  | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)  | 0.00%            | 0              |   |
| Yes, for the most part the board allows this   | 22.73%           | 5              |   |
| Yes, the board ensures the CEO has professional growth and development opportunities | 77.27%           | 17             |   |

**Please use this space to share any further perspective regarding the Board as Employer.**

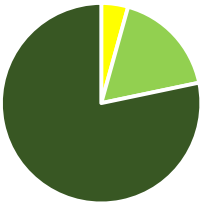
- 4. We have a contract, so an annual review doesn't seem necessary.
- 4. This is generally handled by Executive Committee, not the full board.
- I am a new board member and still learning our processes and procedures.

## Section 10: Advocacy

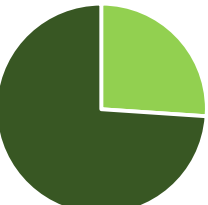
### 1. Does the organization have and adhere to a written policy on when and how it will get involved in public issues?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem                   | 0.00%            | 0              |  |
| No, but this not a priority for immediate action        | 8.70%            | 2              |   |
| I don't know/Other (Please explain below)               | 26.09%           | 6              |   |
| Yes, we have such a policy                              | 21.74%           | 5              |   |
| Yes, we have such a policy and implement it effectively | 43.48%           | 10             |   |

### 2. Is garnering support through advocacy/lobbying part of the board's strategic thinking about how to achieve the organization's mission?

|   | Response Percent | Response Count |  |
|---|------------------|----------------|--|
| No, and this is a significant problem                                 | 0.00%            | 0              |  |
| No, but this not a priority for immediate action                      | 0.00%            | 0              |  |
| I don't know/Other (Please explain below)                             | 4.35%            | 1              |  |
| Yes, we have talked about this  | 17.39%           | 4              |  |
| Yes, we have talked about this and effectively implemented strategies | 78.26%           | 18             |  |

### 3. Do board members embrace advocacy as an important part of their role in fulfilling the organization's mission?

|   | Response Percent | Response Count |   |
|---|------------------|----------------|---|
| No, and this is a significant problem                     | 0.00%            | 0              |  |
| No, but this not a priority for immediate action          | 0.00%            | 0              |   |
| I don't know/Other (Please explain below)                 | 0.00%            | 0              |   |
| Yes, for the most part board members embrace advocacy     | 26.09%           | 6              |   |
| Yes, board members embrace advocacy as part of their role | 73.91%           | 17             |   |

#### 4. Is the board familiar with and in compliance with laws governing legislative advocacy and lobbying?

|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem                  | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action    | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)              | 13.64%              | 3                 |  |
| Yes, for the most part we are familiar with these laws | 27.27%              | 6                 |  |
| Yes, we are familiar and in compliance                 | 59.09%              | 13                |  |

#### 5. Does the organization's budget contain sufficient resources for advocacy activities and are advocacy-related expenditures carefully tracked?

|   | Response<br>Percent | Response<br>Count |  |
|---|---------------------|-------------------|--|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)           | 0.00%               | 0                 |  |
| Yes, for the most part the budget is adequate       | 34.78%              | 8                 |  |
| Yes, our budget adequately funds advocacy           | 65.22%              | 15                |  |

#### 6. Do board members strive to be aware of existing or proposed public policies that have a positive or negative effect on the organization and its mission?


|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem                    | 0.00%               | 0                 |  |
| No, but this not a priority for immediate action         | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)                | 0.00%               | 0                 |  |
| Yes, for the most part board members try to be aware     | 26.09%              | 6                 |  |
| Yes, board members are aware of proposed public policies | 73.91%              | 17                |  |

#### 7. Does the board have candid conversations about public policy and legislation affecting the mission?


|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem                        | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action          | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)                    | 0.00%               | 0                 |  |
| Yes, for the most part the board has these conversations     | 21.74%              | 5                 |  |
| Yes, the board has regular conversations about public policy | 78.26%              | 18                |  |




**8. Do board members engage in conversations with decision-makers about public policies that affect the organization and its mission?**

|   | Response<br>Percent | Response<br>Count |   |
|---|---------------------|-------------------|---|
| No, and this is a significant problem                   | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action     | 0.00%               | 0                 |   |
| I don't know/Other (Please explain below)               | 0.00%               | 0                 |   |
| Yes, we have board members who would do this if pressed | 17.39%              | 4                 |   |
| Yes, board members actively engage with decision-makers | 82.61%              | 19                |   |

**9. Does the organization actively participate in coalitions with other organizations that are helping to advance its advocacy strategy?**

|  | Response<br>Percent | Response<br>Count |  |
|--|---------------------|-------------------|--|
| No, and this is a significant problem            | 0.00%               | 0                 |  |
| No, but this not a priority for immediate action | 0.00%               | 0                 |  |
| I don't know/Other (Please explain below)        | 0.00%               | 0                 |  |
| Yes, we have done some of this                   | 31.82%              | 7                 |  |
| Yes, we are actively engaged with coalitions     | 68.18%              | 15                |  |

**10. Does the organization have sufficient infrastructure to keep members and other interested parties informed of public policy changes that affect the organization and its mission?**

|   | Response<br>Percent | Response<br>Count |   |
|---|---------------------|-------------------|---|
| No, and this is a significant problem               | 0.00%               | 0                 |  |
| No, but this is not a priority for immediate action | 0.00%               | 0                 |   |
| I don't know/Other (Please explain below)           | 0.00%               | 0                 |   |
| Yes, for the most part we have outreach capacity    | 30.43%              | 7                 |   |
| Yes, we do this very effectively                    | 69.57%              | 16                |   |

**Please use this space to share any further perspective regarding Advocacy.**

1. Not aware of a policy, but the board and CEO work together on how to handle these situations.  
I am a new board member and still learning our processes and procedures.

**Is there anything else you can share about how effectively the board is carrying out its governance responsibilities?**

I believe that the board is functioning quite well overall. Obviously, there is room to improve and we should work towards that goal. We want to leave things better than we found them and I feel that this Board and Executive Committee of over the last 6 years has done exactly that.

No comments at this time. I have enjoyed my first few months on the board, and feel it is a well-run board of directors.

Differences between a trade association board of directors verses a nonprofit provider association board of directors is a consideration in this evaluation process. Board members are extremely busy operating own agencies and managing their own board of directors, so time is a consideration. Much trust placed in the leadership team (staff) at OPRA.

Very good Governance Committee

**Any final thoughts that would help The Board Doctor understand the strengths and weaknesses of your board?**

We have a very strong Board but this survey has certainly highlighted some areas where we can improve.

Group of very intelligent people. I believe for the most part, the board understands the line between supporting OPRA staff and the scope of what a board member's responsibilities are. My feeling is that we allow Pete to run the operations. He does a great job of utilizing the board effectively and appropriately. Trust runs deep.

The OPRA Board and Staff conduct business and operations in a very effective and professional manner. Keep up the good work!

The diversity of expertise among board members is a strength.

The Board is strong and engaged.

We have a unique group who is not afraid to challenge one another. I have a great deal of respect for the folks I

I appreciated the board retreat in August getting to know other board members along with casting vision for the future of the organization.

Outstanding CEO and staff leadership team at OPRA. Level of engagement of board members is excellent given the size of the board.

None at this time.









