STAR Commission – Agency Questionnaire

1. General – Please provide:
   a. Your Mission/Vision statements
   b. Brief history about your agency and its relationship to the state including any legislation or statutory citation that created the agency.
   c. Rationale - why are your agencies functions best facilitated as a quasi-private agency and not through existing state agencies or the private sector?
   d. Does your organization have a strategic plan with objectives and measures? How often are your plans reviewed and updated? Please provide documents.
   e. Does your organization have an internal controls process, if so, please provide documentation? If not, why?
   f. What have you done to research, review, adopt and implement best practices? Please describe best practices being followed.
   g. List of state governmental agencies your organization interacts with most.
   h. How do other states fulfill similar functions (e.g., similar quasi-government approach; traditional state agency; or private sector)?
   i. How many employees are in the agency?
   j. Are employees in the agency subject to collective bargaining laws?
   k. Are your employees part of the state personnel system?

2. Financials
   a. A summary of the 2020 financials showing revenue sources (how much from state of MD, other major sources) and expenses by element (payroll, consultants, T&E, etc.)
   b. Confirm that you have utilized external auditors for the last 3 years with copies of management letters.
   c. Confirm and comment on audits by any state agency.
   d. Provide three years of financials (specify fiscal or calendar year)
   e. Does anyone else do audits? If so, who? Please provide.

3. Board/Governance
   a. Provide documentation of duties, responsibilities, and requirements for board members, including limitations and regulations.
   b. A list of directors/executives showing employment and length of terms on board.
c. How are governing boards appointed and by what appointing authority? Do they have terms of office, stipends, required qualifications, etc.?
d. Any payments to directors’ individually, their families or businesses in the last 3 years.
e. Copies of board minutes for the past 3 years.
f. Copies of minutes of any board committees for the past 3 years.
g. Schedule of committees of each board with name of members for each.
h. What are the roles of executive employees with respect to the governing board?
i. How do you ensure that you are operating efficiently, effectively, and ethically?
j. Do you have a system to ensure employees can report concerns or suggestions without fear of reprisal?
k. Do you provide reimbursement for mileage or travel? For board members specifically.
l. How do you ensure public access to--and public input into--your Board meetings?
m. What level of expense requires board approval?
n. Does the agency have a diversity officer and/or diversity policy?
o. Do any board or agency actions require Board of Public Works approval?
p. Are there any current vacancies on the Board, how long have they been place, and are any members held over beyond their terms?

4. Compensation/Performance
   a. Compensation of top 5 employees.
   b. Do board members receive monetary compensation?
   c. How are salaries and bonuses (if any) determined and what level of public transparency of salaries and bonuses is available?
   d. How are the executive and management employees hired, and who has oversight of their performance?
   e. Do you have policies and procedures around talent and performance management that include an organization career model with compensation models? Please provide documents.
   f. How do you determine compensation, bonus, raises, severance and other benefits package, and how often are they reviewed?
   g. Please provide copies of any agency policies related to compensation; bonuses; severance; expense reimbursement; tuition reimbursement; and travel, including who approves each and whether any agency employees are exempt from that approval process.
   h. Are you aware of any severance packages paid by your agency to employees who went elsewhere in state service within the year of their departure and, if so, provide details?

5. Accountability
   a. Conflict of interest policy, if any, and reports from each director if required?
b. How is compliance with the statutory mission, duties, and applicable State policies determined?
c. What conflict of interest provisions are in effect for employees and governing board members?
d. What are the methods you use for maintaining transparency to the state of Maryland?
e. What are the policies and procedures for documentation of agency activities and decision-making?
f. Are all board meetings documented? What level of detail is used in documenting the meeting discussion? Where and how long are documents retained?
g. Same for executive and staff meetings.
h. Same for meetings and phone calls with clients / customers.
i. What is the policy surrounding retention of emails?

Possible edit: Refer to "existing state agencies" as "traditional state agencies." These entities are instruments of the state and I think we are clouding the issue by not referring to them as state agencies.