

## MEMORANDUM

**TO:** Board of Trustees

**THROUGH:** Tim Callicrate  
Board Chairman

**FROM:** Michaela Tonking  
Board Treasurer

**SUBJECT:** Review, discuss and provide direction on possible revisions to Board Policy 15.1.0 – Audit Committee

**DATE:** October 26, 2021

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### **I. RECOMMENDATION**

It is recommended that the Board of Trustees:

- 1) Review, discuss and provide direction on possible revisions to Board Policy 15.1.0 based off decision points, **and**
- 2) Direct Staff to return to the Board with a final draft of revised Policy 15.1.0 incorporating Board feedback and direction for approval.

### **II. BACKGROUND**

Board Policy 15.1.0, establishing roles and responsibilities of the Audit Committee, was first adopted in 2009 and revised in 2017. The policy was again revised in May of 2020 to more specifically define the role and responsibilities of the Audit Committee as well as to reconfigure the Committee to be comprised of two Board-appointed Trustees and three Board-appointed At-Large members.

Under the current Board Policy 15.1.0, the Audit Committee serves to assist the Board of Trustees in fulfilling its fiduciary responsibilities by providing independent review and oversight over financial reporting, internal controls, and the independent audit of financial statements.

In addition to the scope of the Audit Committee's authority and responsibilities, Policy 15.1.0 provides that the Audit Committee is responsible for managing the procurement process for selection of the District's independent auditor, outlines the role of the Audit Committee through the annual independent audit, and charges the Audit Committee with oversight in ensuring a transparent process for

communicating and resolving complaints received by the District related to accounting practices, internal controls, auditing matters and suspected fraud.

Policy 15.1.0 also provides that the Audit Committee Charter shall be reviewed periodically with recommended changes submitted to the Board of Trustees for their consideration.

This agenda item has been prepared at the request of the Board of Trustees to serve as a linear way to discuss major decision points and possible language change.

*Note - This item originally appeared on the Board agenda for its meeting of July 13, 2021. However, the discussion of Board Policy 15.1 was deferred in order to allow the Audit Committee to provide its comments and suggested revisions to the existing policy. A discussion of Board Policy 15.1 was agendaized as part of a special meeting of the Audit Committee held on June 29<sup>th</sup>, as well as appearing on the agenda for Audit Committee meetings held on July 13<sup>th</sup>, August 10<sup>th</sup> and August 17<sup>th</sup>. The Audit Committee recommendations related to Board Policy 15.1 were used as a base template for the updated version included in this agenda packet.*

### **III. DISCUSSION**

This agenda item seeks to provide the Board of Trustees with the opportunity to review Board Policy 15.1.0, following the first full year of the policy that was amended in May 2020, outlining the roles and responsibilities of the Audit Committee, modifying the structure of the Audit Committee, and providing for an Annual Report from the Audit Committee to the Board of Trustees in conjunction with the presentation of the annual audited financial statements.

Following adoption of the amended Board Policy 15.1.0 on May 6, 2020, a transition plan was developed that led to the appointment of new Committee members on June 23, 2020, followed by the convening of the first meeting of the newly re-constituted Audit Committee on July 29, 2020.

During the course of the past year, the Audit Committee was comprised of two Board-appointed Trustees (Dent and Schmitz) and three Board-appointed At-Large (public) members (Aaron, Dobler, Tulloch).

Through June of 2021 the Audit Committee held a total of 14 meetings, provided oversight to the independent external audit of the District's financial statements for the fiscal year ended June 30, 2020, provided a report to the Board of Trustees

specific to the independent audit, served as a forum for review of issues and concerns related to accounting practices, as well as past financial statements and audits, managed the procurement process for the District's new independent external auditor, and, most recently, has been developing a policy and procedure related to addressing Whistleblower complaints.

While each Board Trustee was appointed to serve a one-year term, the At-Large members were first appointed to provide for one member to serve a one-year term (Aaron) and two members to serve two-year terms (Dobler, Tulloch). Subsequently, committee member Aaron was re-appointed by the Board to serve a two year term, thus providing for staggered two-year terms for all At-Large members. At the same time, Trustee Dent chose not to seek re-appointment following completion of his one-year term, and while the Board of Trustees has re-appointed Trustee Schmitz to a new one-year term, the second Board-appointed seat on the Audit Committee remains vacant. *(Note: Committee member Derrek Aaron has since submitted his resignation, effective July 19, 2021).*

#### Consideration of Possible Revisions to Policy 15.1.0

The Board of Trustees' consideration of possible revisions to Board Policy 15.1.0 should appropriately focus on the extent to which the current policy and implementation thereof meets the intent of the Board in establishing the Audit Committee and, if not, how best can the policy be revised to improve alignment between Board intent and Committee expectations.

Decision points for the board to consider:

- The use of best practice and keeping language consistent with GFOA and AICPA
- Membership and makeup of the audit committee
  - Number of members on the audit committee
  - Set or flexible number of members of the audit committee
  - Makeup of members on the audit committee
  - Term length of each member
- Selection process for at-large members
- Preferred qualification of at-large members
- The role of the treasurer and inclusion in the audit committee

- Selection of audit committee chair
- Approval of management representation letter

This report includes, via attachment, a list of decision points highlighting specific provisions of Board Policy 15.1.0 identified from various Board comments and discussions with Audit Committee Chair.

*Audit Committee and Board of Trustees Recommended Revisions to Board Policy 15.1.0*

As noted, the Audit Committee has recently held several meetings where recommended revisions to Board Policy 15.1 were included as agenda items. The most recent set of recommendations were discussed at the Audit Committee meeting of August 17. The recommended revisions approved by the Audit Committee at their August 17 meeting have been transmitted to the Board via separate agenda item.

The audit committee recommendations were used as a base for the recommendations put forward in Attachment A. Additionally comments from Trustees Schmitz and Wong were also included and cited in the comments or decision points in Attachments A and B.

#### **IV. COMMENTS**

Since this agenda item first appeared on the Board agenda for the meeting of July 13<sup>th</sup> the Audit Committee has also forwarded to the Board of Trustees a draft Whistleblower Policy for Board consideration. The Whistleblower Policy, which was agenda item for discussion for the Board meeting of August 10, was removed from the agenda by a majority vote of the Board of Trustees, and has been deferred pending Board review and discussion of Board Policy 15.1.

Attachments:

- Policy 15.1.0 Decision points
- Board Policy 15.1.0 with recommendation from Audit Committee and attached comments

## Policy 15.1.0 Decision Points

1. Is the board planning on using best practices? If so, the board needs to make sure that they keep language consistent with GFOA and/or AICPA. Here are decisions areas where the language would need to change. This decision point will also guide other decision points.

### **1.1 Page 1 Paragraph 2:**

The Government Finance Officers Association (GFOA) encourages the effective use of an audit committee in the public sector and considers such a committee an integral element of public accountability and governance. An Audit Committee plays a key role with respect to overseeing the integrity of the District's annual financial statements (the "CAFR") by ensuring those responsible for financial management (Management, and the Board of Trustees) meet their responsibilities for maintaining an effective system of internal controls over financial reporting.

#### **Recommended Change:**

The Government Finance Officers Association (GFOA) encourages the effective use of an audit committee in the public sector and considers such a committee an integral element of public accountability and governance. An Audit Committee plays a key role with respect to overseeing the integrity of the District's annual financial statements (the "CAFR") by ensuring those responsible for financial management (Management, and the Board of Trustees) meet their responsibilities for maintaining an effective system of internal controls over financial reporting. An audit committee is a practical means for a governing body to provide much needed independent review and oversight of the District's financial reporting processes, internal controls, and independent auditors.

- 1.2 In accordance with GFOA recommendations, trustees considered for appointment to the Committee shall not be exercising managerial responsibilities that fall within the scope of the audit of the District. This recommendation would generally preclude the Treasurer from joining the committee.

**Full GFOA recommendation states:** All members of the audit committee should be members of the governing body. To ensure the committee's independence and effectiveness, no governing body

## **Policy 15.1.0 Decision Points**

member who exercises managerial responsibilities that fall within the scope of the audit should serve as a member of the audit committee;

### **Recommended Change:**

trustees considered for appointment to the Committee shall not be exercising managerial responsibilities that fall within the scope of the audit of the District.

**2. Organization Paragraph Page 2:** Membership and makeup of the audit committee.

2.1 What should the makeup of the members be?

- this will impact decision points 4 and 5

2.2 How many members should be part of the committee?

2.3 Should the number of members be flexible?

**3. Paragraph 6 Page 2:** Should trustees hold a multiyear term or just an annual term?

**4. Paragraph 2 Page 3** How should at large members be selected?

**5. Paragraph 2 Page 3:** What preferred qualification would the board like at-large committee members to have to ensure that the committee has highly qualified members?

**6. Paragraph 1 Page 3:** Is the board treasurer who does not exercise managerial responsibility precluded from the Audit Committee?

**7. Paragraph 4 Page 3:** Should the board recommend the Chair of the Committee for Audit Committee consideration?

**8. Paragraph 2.3.6 on Page 6:** Discuss review and approval of management representation letter. It should be noted the auditor drafts this letter in order to be in compliance with their SASS requirements.



**Accounting, Auditing, and Financial Reporting  
Audit Committee Charter  
Policy 15.1.0**

The Incline Village General Improvement District is committed to be proactive, informed, and to provide the highest level of financial accountability and transparency to its parcel owners and other stakeholders (i.e., the State of Nevada).

The Government Finance Officers Association (GFOA) encourages the effective use of an audit committee in the public sector and considers such a committee an integral element of public accountability and governance. An Audit Committee plays a key role with respect to overseeing the integrity of the District's annual financial statements (the "CAFR") by ensuring those responsible for financial management (Management, and the Board of Trustees) meet their responsibilities for maintaining an effective system of internal controls over financial reporting.

Commented [MT1]: Refer to decision point 1

An audit committee also provides a forum separate from management in which auditors and other interested parties can candidly discuss concerns. By effectively carrying out its functions and responsibilities, an audit committee helps to ensure that procedures are in place to objectively assess management's practices, and that the independent auditors, through their own review, objectively assess the government's financial reporting practices.

An audit committee should be formally established by the Board of Trustees, be adequately funded, and be subject to a formally approved Audit Committee Charter.

**POLICY:** The Audit Committee (the "Committee") is to assist the Board of Trustees fulfill its responsibilities in accordance with Nevada Revised Statutes (NRS), District Policies, Practices, Ordinances, and Resolutions by providing oversight over the District's financial reports, the system of internal controls including the internal audit plans and reports, and the independent auditor's reports within the CAFR.

The Committee shall have open communication with and maintain strong working relationships with the IVGID Board of Trustees, the General Manager, Director of Finance, and the independent auditor.

This Committee shall review the Charter annually with any recommended changes submitted to the Board of Trustees for consideration and possible approval.

Commented [MT2]: Added the word possible



**Accounting, Auditing, and Financial Reporting  
Audit Committee Charter  
Policy 15.1.0**

**ORGANIZATION:** The Committee shall consist of five (5) voting members. This includes two Board members appointed annually by Trustees and three members appointed by the Trustees to serve as qualified At-Large Members. The Committee can be expanded to an odd number. Any recommendations for expanding the number of voting members will be recommended by the Committee and submitted to the Board of Trustees for possible approval. The Committee may retain financial or other appropriate advisors to attend meetings, provide guidance and training, as needed, and as approved by the Board of Trustees for financial expenditures.

**Commented [MT3]:** Look at decision points 2.1, 2.2, 2.3, 3 and 4

**Commented [MT4]:** This could need to be removed depending on decision point 2.3

**Commented [MT5]:** Added "recommended" and removed "approval"

**Commented [MT6]:** Added "possible approval" and removed "consideration" for consistency purposes.

**Commented [MT7]:** This could need to be removed depending on decision point 2.3

**Commented [MT8]:** Added this to make sure proper approval was included

Members of the Committee should have or shall obtain an understanding of accounting, auditing, financial reporting, and internal controls to be able, with the assistance of an advisor if needed, to deliberate on issues for which the Committee is responsible. Therefore, the Board of Trustees may need to budget for periodic training of the Committee members and an outside advisor to assist the Committee with the independent conduct of its work with the approval of the Board of Trustees. Any advisor so engaged should possess the following qualifications:

**Commented [MT9]:** Added "with the approval of the Board of Trustees" to make more clear any money spent and anyone hired needs to be approved by the board

- A thorough understanding and experience with Generally Accepted Accounting Principles (GAAP), Government Accounting Standard Board (GASB) statements, and financial reporting
- Experience either preparing or auditing financial statements
- Experience with internal controls
- An understanding of the function of an audit committee

**Commented [MT10]:** Removed "for the public sector" given the nature of IVGID's operation

**Commented [MT11]:** Removed the words "over financial reporting" to align with language in GFOA

At-large Committee members shall be independent. They shall not accept any consulting, advisory, or other compensatory fee from the District. All members shall not be an affiliated person with the District and at-large members suggested qualifications:

At-Large Committee members shall be expected to comply with all District policies that apply to volunteers. District staff shall be responsible for providing copies of all relevant policies to Committee members.

- Annually, the Board of Trustees will appoint two Trustees to be Committee members. Appointing Trustees to serve successive years increases continuity and allows for knowledge retention. In the event a Trustee is removed or resigns, the Board of Trustees shall appoint a new member to the Committee. In accordance with GFOA recommendations, Trustees

**Commented [MT12]:** decision point 3

**Commented [MT13]:** This is dependent on decision point 2.3



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Audit Committee Charter  
Policy 15.1.0**

considered for appointment to the Committee shall not be exercising managerial responsibilities that fall within the scope of the audit of the District.<sup>1</sup> This recommendation would generally preclude the Treasurer from joining the Committee. (NRS318.085 item 4)

**Commented [MT14]:** See decision point 1.2

**Commented [MT15]:** See decision point 6

- At-Large Members shall be appointed by the Board of Trustees from applicants with appropriate accounting, auditing and financial reporting expertise. This expertise could include:
  - Hold an active CPA license (preferably in Nevada) or have at least 15 years of progressive financial management experience as evidenced on a resume, CV, or LinkedIn
  - Experience on governing board, either as committee or board member
  - Experience either preparing or auditing financial statements
  - Experience with internal controls
  - An understanding of the function of an audit committee
- At-Large Members will serve staggered two year terms;
  - For the first appointment, one member will serve a one-year term and the other two will serve a two-year term.
  - For each subsequent appointment the member will serve a two-year term.

**Commented [MT16]:** This needs to be updated dependent on decision point 5

**Commented [MT17]:** Refer to decision point 5 – these were suggestions for qualifications from Trustee Wong’s comments. Also pulled down from above

One member of the Committee shall be appointed by the Committee to be the Chair. The Chair will schedule all Committee meetings and provide Committee members with a written agenda for each meeting. Committee Members may request agenda items for the Chair’s consideration and approval.

**Commented [MT18]:** See decision point 7

The Committee members are limited to two 2-year terms, which may be extended with the Board of Trustees approval in the event there are no interested or qualified applicants to fill any future vacancies.

**Commented [MT19]:** Added for extra clarification

**1.0 Independent auditor reports directly to the Audit Committee**

<sup>1</sup> “To ensure the committee’s independence and effectiveness, no governing body member who exercises managerial responsibilities that fall within the scope of the audit should serve as a member of the audit committee” Source: GFOA Best Practices, Audit Committee



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Audit Committee Charter  
Policy 15.1.0**

The independent auditor will be engaged by and report directly to the Committee. The Committee is expected to maintain free and open communication with the independent auditor and District Staff. This communication may include periodic executive sessions with each of these parties. The independent auditor is to bring to the attention of the Committee any additional work required (and related fee impact), beyond the scope of work contained in the engagement letter and the audit plan, to fulfill their responsibilities before any such work is undertaken.

**2.0 Scope of the Committee’s Authority and Responsibilities**

It is the responsibility of the Committee to provide independent review, oversight and feedback on:

1. Financial reporting
2. Internal controls
3. The independent audit of the basic financial statements
4. The CAFR

To fulfill these responsibilities, the Committee shall:

- 2.1 Be independent, effectively communicate, and reinforce accountability.
- 2.2 Manage the external independent audit procurement process.
  - 2.2.1 Review and approve the Request for Proposal (RFP) for an independent auditor to be retained by the District. Such engagement should be for no more than five fiscal years in duration.
  - 2.2.2 Make recommendations on the scope of work.
  - 2.2.3 Make recommendations to the Board of Trustees and take subsequent action to engage an independent auditor.
  - 2.2.4 Review and approve the engagement letter (i.e., contract) between the District and the independent auditor
  - 2.2.5 If deemed necessary, identify and recommend additional audit services to be performed.
  - 2.2.6 By March 31st of each calendar year, the Board of Trustees is to formally designate an external independent auditor and

**Commented [MT20]:** Removed “including the identification of funds to be audited”

**Commented [MT21]:** Added the word audit



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Audit Committee Charter  
Policy 15.1.0**

inform the Nevada Department of Taxation. (NRS 354.624 item 3)

- 2.2.7 When appropriate recommend the replacement of the independent auditor and the initiation of the procurement process to the board (2.2.1).

**Commented [MT22]:** Reworded to give the power back to the board

2.3 Facilitate the external audit process.

- 2.3.1 Review and approve, in consultation with the independent auditor, the annual audit plan, the scope of audit activities and schedules by June of each year
- 2.3.2 Provide an independent forum for auditors to report findings or difficulties encountered during the audit
- 2.3.3 Review with the District management and the independent auditor all major issues identified by the independent auditor regarding:
  - 2.3.3.1 Accounting Principles
  - 2.3.3.2 CAFR presentation
  - 2.3.3.3 Any significant changes in the selection or application of accounting principles
  - 2.3.3.4 Significant judgments made in the preparation of the CAFR and basic financial statements
  - 2.3.3.5 The effect of regulatory initiatives
  - 2.3.3.6 Off-balance sheet structures
  - 2.3.3.7 Changes to audit plan of independent auditor as a result of any additional issues identified by the auditor
  - 2.3.3.8 Any restrictions on the scope of the auditor's activities or on access to requested information or managements responses

**Commented [MT23]:** Adjusted to be align in role of auditor

**Commented [MT24R23]:**

- 2.3.4 To review with District management and the independent auditor any material conflicts or disagreements between District management and the independent auditor, whether or not resolved, regarding financial reporting, accounting practices or policies or other matters, that, individually or in the aggregate, could be significant to the District's financial statements or the independent auditors' report, and attempt to help resolve any conflicts or disagreements regarding financial reporting.



**Accounting, Auditing, and Financial Reporting  
Audit Committee Charter  
Policy 15.1.0**

- 2.3.5 According to the approved work plan, conduct periodic meetings with the external auditor to review progress, issues identified, concerns and the audit timeline
  - 2.3.6 Review and approve the Management Representation letter by the District's management prior to submittal of the letter to the independent auditor.
  - 2.3.7 The Committee shall submit a written report to the District's Board of Trustees in conjunction with the presentation of the CAFR to the Board of Trustees by the end of December.
- 2.4 Post External Audit Follow up
- 2.4.1 Follow-up on any corrective action identified by the external auditor, if any.
  - 2.4.2 Annually evaluate the work of the independent auditor and lead audit partner based on compliance with work plan and engagement letter
  - 2.4.3 At least annually, obtain and review a report by the independent auditor that describes:
    - 2.4.3.1 the independent auditor's internal control procedures
    - 2.4.3.2 any material issues raised by the most recent peer review of the independent auditor
    - 2.4.3.3 any inquiry or investigation by governmental or professional authorities, within the preceding five years regarding any audit performed and any steps taken to deal with any such issues.
- 2.5 The Committee may identify a need to engage an external resource to address a specific area of concern.
- 2.5.1 The Committee shall seek approval from Board of Trustees to obtain appropriate resources.
  - 2.5.2 The Committee shall agree the Scope of Work
  - 2.5.3 The Committee is responsible for engaging the resource to perform the scope of work.
  - 2.5.4 The external resource shall report findings to the Committee.
  - 2.5.5 The Committee will provide findings to the Board of Trustees and recommend possible implementation of the findings, if any.

**Commented [MT25]:** Refer to discussion point 8

**Commented [MT26]:** Added to make more clear

**Commented [MT27]:** Remove to put as part of the engagement letter and part of rfp process.



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Audit Committee Charter  
Policy 15.1.0**

- 2.5.6 Management will have the responsibility for implementation of identified changes or enhancements.
- 2.6 The Committee shall review and provide oversight of the internal controls ensuring management establishes, implements and reviews internal controls on a regular basis for functionality and effectiveness.
  - 2.6.1 Management will provide an annual schedule for the review of District Financial Practices (internal control) documents. These documents will be provided to the Audit Committee for their review and oversight.
- 2.7 Annually review the District's Code of Conduct that promotes honest and ethical conduct; full, fair, accurate, timely disclosures in periodic reports including the CAFR; and compliance with applicable policies and practices to ensure it is adequate and up-to-date.
- 2.8 To annually review and refine as necessary the whistleblower procedures for the receipt, retention, and treatment of complaints received by the District, from the public or anonymous submissions by employees of the District, regarding accounting, internal accounting controls, auditing matters, or suspected fraud for recommendation to the board of trustees.
  - 2.8.1 Review and refine as needed the procedures for educating employees on their individual role in ensuring the District's financial integrity.
  - 2.8.2 Ensure employees of the District have an anonymous method for concerns to be submitted.

**Commented [MT28]:** Policy still needs to be approved by board of trustees – fixed language to reflect that

**NOTE: This is predicated upon approval of the current whistleblower policy and may require to be updated dependent upon BoT changes to the whistleblower policy**

- 2.9 Reports to Board of Trustees.
  - 2.9.1 The Committee shall submit an annual report to the Board of Trustees assessing its fulfillment of its duties and responsibilities as described in the Charter



**Accounting, Auditing, and Financial Reporting  
Audit Committee Charter  
Policy 15.1.0**

**3.0 Meetings**

- 3.1 Meetings are to be conducted in accordance with the state's Open Meeting Law NRS 241. The Board of Trustees will be emailed a copy of the meeting minutes. Meeting minutes will be posted on the District website.
- 3.2 The committee will hold meetings up to twice per quarter unless immediate action is needed. All members are expected to attend on a regular basis. Any member missing two consecutive meetings without due cause (i.e., illness) will be reviewed for continued membership on the Committee by the Chairs of the Committee and Board.
- 3.3 The committee Chair shall establish the agenda for meetings and provide all briefing materials to members and the public in advance.
- 3.4 The District's management is to provide to copies of all materials which are to be presented by management to a Committee's public meeting in compliance with NRS xxx
- 3.5 The Committee shall review correspondence to determine if any action is to be taken. If needed, assign the responsibility to investigate and resolve the concern/question to the appropriate organizational leader. Communicate with the submitter, if known, regarding their submitted concern.
- 3.6 The Committee shall review all past correspondence which contains outstanding action items. Ensure responses and/or corrective action is taken in a timely manner.
- 3.7 The Committee may ask members of management or others to attend meetings and provide pertinent information as necessary.
- 3.8 An annual meeting is to be held with the independent auditor, the General Manager, the Director of Finance, legal counsel and anyone else as desired by the Committee to review the audited annual basic financial statements including the Comprehensive Annual Financial

**Commented [MT29]:** Reworded to only meet up to twice per quarter unless immediate action is needed

**Commented [MT30]:** Get NRS code



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Audit Committee Charter  
Policy 15.1.0**

Report (CAFR) and the auditor's material written communications with the District

**4.0 Annual Financial Risk Assessment and Risk Management.**

The Committee shall review and discuss with District management and the independent auditor the District's major financial risk exposures, and the steps management has taken to monitor and control those exposures. It is the Board's responsibility to ensure the District has adequate controls and plans for risk mitigation for areas beyond finance.

3-9

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