

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
Composition and Quality	3.64	4.13	4.12	4.23	4.29	4.18	3.93			
1.01 Potential committee members are identified and nominated by a variety of sources, with explicit consideration being given to the candidate's qualifications for serving on the audit committee.	3.80	4.71	4.63	4.50	4.14	4.50	4.00	None	Are potential members really found via a variety of sources? Also, the qualifications the County is looking for may be too narrow.; ; I have not been part of the selection process but am very impressed with the other committee members. Comments and questions are thoughtful and helpful. ; With an emphasis placed on experience in accounting and or finance.;	-11%
1.02 Members have the appropriate predefined qualifications and expertise to meet the objectives of the audit committee's charter, including the appropriate financial literacy qualifications.	4.40	4.43	4.63	4.25	4.50	4.75	4.40	None	;;; See comment in #1 above.;	-7%
1.03 Audit committee members have differing perspectives due to a diversity of experiences and backgrounds.	4.30	4.57	4.63	4.75	4.50	4.13	4.00	None	;;; Experience of committee members includes both public and private sector experience. County representatives from diverse county departments.;	-3%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
1.04 The audit committee demonstrates important qualities, such as integrity, credibility, trustworthiness, industry knowledge, willingness to actively participate, ability to constructively handle conflict, interpersonal skills, and proactiveness.	4.80	4.86	4.75	4.63	4.60	4.57	4.80	None	;; From my perspective committee members in attendance are fully engaged. ;;	5%
1.05 The audit committee acts independently.	4.50	4.86	4.00	4.50	4.14	4.50	4.40	None	;;; Yes.;	-2%
1.06 The audit committee reviews its charter annually or as needed and determines whether its responsibilities are adequately described and comply with any new corporate governance regulations, guidelines or emerging practices.	3.20	3.71	4.38	4.63	4.43	4.00	3.40	None	;; Being a new member and missed a meeting I can't really comment on this. I don't believe it has when I have been in attendance. ; Yes. Responsibilities outlined both by internal audit staff and by external auditors.;	-15%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
1.07 The audit committee has developed a comprehensive continuing education program to enhance its members' understanding of relevant auditing, accounting, regulatory, and industry issues.	2.40	3.17	3.13	3.29	3.71	3.83	2.80	Disagree	If it exists, I don't remember seeing it. ; ; Aaron does a great job of this. ; No formal continuing education process. Committee members do not attend conferences etc. Such (in my opinion) is not necessary though because enough information is provided through internal audit staff and external auditors.;	-27%
1.08 New audit committee members are provided with an orientation program to educate them on the company and their responsibilities.	2.70	3.83	3.71	4.00	4.71	4.38	4.40	None	; ; David and Aaron spent a good portion of a morning going over the all of the responsibilities and structure of the audit committee ; Orientation provided by County Internal Auditor.;	0%
1.09 The audit committee, in conjunction with the nominating committee (or its equivalent) as appropriate, creates a succession plan for audit committee members and the audit committee chair.	2.70	3.00	3.25	3.57	3.83	3.00	3.20	None	; ; I believe this is happening now. ; Not aware of a "formal" succession plan but audit staff and County Human Resources have processes in place that historically have minimized vacancies within the committee.;	7%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
Understanding Risks	3.50	3.55	4.25	4.00	4.10	4.07	4.00			
2.01 The audit committee understands and considers the pressures on management that may impact the quality of financial reporting, such as earnings targets, compensation plans, and performance measures.	3.80	3.67	4.25	4.00	4.20	4.00	3.80	None	I believe some member do; it is likely that most are not truly aware of the pressures on management.; ; ; Yes;	-5%
2.02 The audit committee understands and considers the significant risks faced by the company, including management's process for identifying risks and mitigating these risks.	3.20	3.43	4.25	4.00	4.00	4.13	4.20	None	;;; This is often discussed at committee meetings in the presence of audit staff and county management.;	2%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
3. PROCESS & PROCEDURES	3.74	4.50	4.60	4.28	4.37	4.32	4.18			
3.01 The audit committee regularly reports to the Board of County Commissioners.	2.80	4.00	4.00	4.25	4.00	4.00	3.60	None	Is the Committee Chair doing this? I am not aware of a direct report to the Board.; ; ; Not formally but the County Board of Commissioners is represented on the Audit Committee.;	-10%
3.02 The audit committee dedicates sufficient time and resources to execute its responsibilities.	3.40	4.00	4.25	4.00	4.00	4.00	4.40	None	; ; ; Never have I noticed otherwise.;	10%
3.03 The audit committee develops a calendar and agenda to ensure that it meets the responsibilities outlined in the charter.	3.30	4.14	4.75	4.38	4.60	4.50	4.60	None	; ; ; The Audit Committee meets each quarter (regularly) and each agenda is developed by staff and reviewed for comment and suggestions by the chair.; Typically, this has been developed by the County Auditor and presented to the committee for approval.	2%
3.04 Each member has the ability to influence the agenda in order to proactively address emerging issues.	3.80	4.71	4.75	4.13	4.40	4.50	4.60	None	; ; ; Each member can request an item be added to an agenda by discussing it with staff and or requesting it at a committee meeting.;	2%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
3.05 The audit committee, and especially the chair, encourages input on the meeting agenda from management, the internal auditor, the external auditor, and the Board of County Commissioners.	3.70	4.50	4.88	4.13	4.40	4.38	3.60	Disagree	I generally see an agenda (draft/final) distributed ahead of a meeting, though I don't remember being asked for input. Not that I feel the need to have input because we set and work from a Work Plan that guides our agendas.; ; ; Yes;	-18%
3.06 The agenda and related information (e.g. prior meeting minutes, press releases, financial statements) are circulated in advance of meetings, allowing members time to study and understand the information.	4.50	4.71	4.75	4.50	4.80	4.50	4.40	None	; ; ; Agendas and associated information are provided to committee members well in advance of committee meetings to provide ample time for review and meeting preparation.;	-2%
3.07 Meetings are held at least quarterly and are scheduled with enough time to cover all agenda topics.	3.80	4.86	4.63	4.43	4.60	4.25	4.20	None		-1%
3.08 Members promote open dialogue, which allows for in-depth discussion.	4.50	4.86	4.63	4.63	4.25	4.63	4.40	None	We are getting better at this.; ; ; Yes;	-5%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
3.09 The written materials provided to audit committee members are appropriately balanced in terms of relevance and volume (e.g. the materials are not too voluminous and detailed nor are they too brief.)	4.20	4.86	4.63	4.38	4.40	4.63	4.40	None	;;; Yes.;	-5%
3.10 The audit committee responds appropriately when possible material violations of laws or alleged breaches of fiduciary duties are discovered.	3.40	4.33	4.71	4.00	4.20	3.80	3.60	None	I do not remember any incidents of this kind during my time on the Committee.; ; I have not encountered this since joining the committee; No possible material violations of laws, or alleged breaches of fiduciary duties have been discovered during my tenure. I have no doubt that the committee would become aware and respond	-5%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
4. COMMUNICATIONS AND INFORMATION	3.60	4.10	4.32	4.52	4.29	4.05	3.80			
4.01 The audit committee sets a "tone at the top" that supports ethics, quality financial reporting, and strong internal controls.	4.00	4.29	4.50	4.63	4.43	4.50	4.20	None	Internal Audit, definitely. Not sure about the Audit Committee? I would be interested to hear the County Administrator's thoughts about this.; ; ; To the best of our ability.;	-7%
4.02 Members have an open line of communication with other committee members.	4.20	4.71	4.38	4.75	4.29	3.75	3.80	None	; ; ; The are no barriers to open communication between committee members.;	1%
4.03 The audit committee fosters an open, cooperative relationship with management, internal audit, and external audit.	4.50	4.71	4.38	4.50	4.29	4.50	4.60	None	; ; ; Yes.;	2%
4.04 The audit committee receives information from management related to changes in the County on a timely basis.	3.70	3.86	4.38	4.38	4.43	4.00	3.60	Disagree	Consider providing contemporaneous communication to the audit committee with relevant press releases and changes, not just at meetings.; ; ; Changes in County related and critical staffing are included as standing items on our agendas and presented to the committee by the CAO.;	-10%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
4.05 Committee members are made aware of all communications received from governmental or regulatory agencies or similar parties relating to areas of alleged violations or alleged non-compliance and related action	3.20	3.86	4.38	4.25	4.50	3.57	3.20	None	Either the County is not receiving any of these or we are not receiving them.; ; None noted during my tenure, I am sure we would be made aware. ;	-10%
4.06 Members periodically visit company locations and conduct on site meetings with key members of management.	2.00	3.14	3.88	4.63	3.83	4.00	3.40	Disagree	I remember only one visit, to IT across the street.; ?; I don't believe this has happened since joining the Committee; Some meetings have been held at County locations such as Community Development and the County Landfill. We also had a tour of the County Jail. I really like this aspect of our meetings.; I don't recall site visits being conducted.	-15%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
5. OVERSIGHT OF THE FINANCIAL REPORTING PROCESS, INCLUDING INTERNAL CONTROLS	3.58	4.10	4.33	4.16	4.42	4.20	3.80			
5.01 The audit committee considers the quality, not just the acceptability, of financial accounting and reporting, including the transparency of disclosures.	4.00	4.00	4.38	4.50	4.71	4.38	3.80	Disagree	PAFR only; ; ; Yes.;	-13%
5.02 The audit committee reviews and understands the selection of the company's accounting policies.	3.70	3.86	4.29	4.14	4.57	4.00	4.00	Disagree	Either there have been no policy changes, they have not been presented to the Committee, or I just do not remember.; ; ; Yes.;	0%
5.03 The audit committee has a process for the review of significant issues, if any, with management and the external auditors.	3.20	3.86	4.25	4.25	4.50	4.50	3.40	None	unknown; ; ; Yes.;	-24%
5.04 The audit committee receives sufficient information to review, understand, and assess the organization's system of internal controls, (e.g. financial reporting and disclosure controls, operations controls, and compliance controls).	3.50	4.00	4.25	4.00	4.57	4.38	3.60	Disagree	To my knowledge, the Committee has never performed a comprehensive review or assessment of the County's Internal Controls.; ; ; Yes.;	-18%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
5.05 The audit committee understands the internal control testing conducted by management, the internal auditors, and external auditors and assesses the process of reasonably detecting internal control issues or fraud.	3.50	4.00	4.13	4.13	4.86	4.43	4.00	None	;;; Yes. There is enough relevant experience on the committee to understand audit processes.;	-10%
5.06 The audit committee makes inquiries of the external auditor, the internal auditor and management on the depth of experience and sufficiency of staff in the finance and internal audit organizations.	3.30	4.00	4.25	4.13	4.33	4.25	3.80	Disagree	We have been presented with some of this information. I do not recall any specific inquiries originating from the Committee on this topic.;; ; This s demonstrated at each committee meeting.;	-11%
5.07 The audit committee reviews the management recommendation letters written by the internal and external auditors to ensure that all significant matters raised are properly addressed.	3.80	4.57	4.63	4.25	4.29	4.33	4.40	None	We have follow up on Internal audit reports. The only follow up on external auditor recommendations is the next year's letter. During external audit presentation, let's consider asking the auditors to review the status of prior year recommendations with the Committee.;; ; Yes.;	2%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
5.08 The audit committee reviews managements' action plans and timelines to address internal control deficiencies, if any, and obtains updates on corrective actions, if needed.	3.80	4.57	4.38	4.00	4.50	4.63	4.80	None	;;; Yes. Although said control deficiencies have been rare.;	4%
5.09 If there are instances of repeat comments from auditors and others about internal controls, the audit committee takes appropriate actions to ensure timely resolution.	3.80	4.40	4.50	3.75	3.50	4.00	3.40	None	I believe we hear about current comments. Do we discuss how long that comment has been included in recommendations? (rhetorical); ; No recent instances of repeat comments. I believe appropriate action would be taken should repeat comments occur. ;	-15%
5.10 Adjustments to the financial statements that resulted from the audit process are reviewed by the audit committee, whether or not they were recorded by	3.50	4.20	4.29	4.25	4.40	4.25	3.60	None	;;; Historically yes.;	-15%
5.11 The audit committee is consulted when circumstances arise that result in management seeking a second opinion on an accounting or auditing matter.	3.30	3.67	4.25	4.33	4.33	3.00	3.00	None	I have not seen this occur.; ; Not aware of this occurring during my tenure on the audit committee.;	0%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
6. OVERSIGHT OF AUDIT	3.39	3.83	4.16	4.14	4.45	4.42	3.60			
6.01 The audit committee obtains an understanding of the coordination of work between the internal and external auditor, and ensures that the respective roles of both are balanced and appropriately address their different areas of responsibility.	3.40	4.14	4.50	4.13	4.33	4.50	3.20	Disagree	I do not remember a discussion like this. I could have missed it.; ; This is explained to us in meeting where both Internal Audit staff and External Auditors are present.;	-29%
6.02 The audit committee periodically reviews the internal audit charter, audit plan, budget, and staff quality and continuity.	3.20	4.00	4.50	4.25	4.50	4.63	4.00	None	Yes - charter, [internal] audit plan No - budget, staff quality and continuity; ; ; Yes;	-14%
6.03 The audit committee adopts a process to assess both the compliance effectiveness and the value of service of the internal audit department.	3.00	3.86	4.50	4.25	4.60	4.25	3.60	None	On a report-by-report basis, yes. I do not remember us stepping back to assess overall compliance effectiveness and value.; ; ; Yes.;	-15%
6.04 The audit committee determines the reporting relationships of the internal audit director.	3.20	3.40	3.17	3.88	3.40	4.14	3.60	None	We do?? I have always assumed the reporting structure was determined by the Board or Administrator.; ; ; Yes.;	-13%

	2005	2010	2012	2015	2017	2020	2023	Any Disagree?	Comments (2023)	Change since 2020
6.05 The audit committee establishes and manages the process for the selection, appointment, oversight, evaluation, retention and preapproval of services of the external auditors.	4.00	3.71	4.14	4.13	4.25	4.25	3.80	Disagree	heavily led by management with requests for input from the Committee; ; ; Yes. The committee was involved with the selection of the newly appointed External Auditors.;	-11%
6.06 The audit committee reviews the appropriateness of the audit fees paid to the external auditor.	3.60	3.50	4.25	4.50	5.00	4.57	3.60	Disagree	I do not remember ever having this discussion.; ; ; Yes.;	-21%
6.07 The audit committee reviews management representation letters to the external auditor and inquires about any difficulties obtaining the representations.	3.70	3.86	4.00	4.00	4.75	4.50	3.40	Disagree	I do not remember ever having this discussion.; ; ; Yes.;	-24%
6.08 The audit committee considers the level and nature of non-audit services provided by the external auditor in determining the external auditor's independence.	3.00	4.14	4.25	4.00	4.75	4.50	3.60	Disagree	I do not remember ever having this discussion.; ; ; Yes.;	-20%