

Copenhagen Volunteer Fire Department, Inc.

Financial Activities

DECEMBER 2021



OFFICE OF THE NEW YORK STATE COMPTROLLER
Thomas P. DiNapoli, State Comptroller

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Report Highlights

Copenhagen Volunteer Fire Department, Inc.

Audit Objective

Determine whether Copenhagen Volunteer Fire Department, Inc. (Department) officials ensured that financial activity was properly recorded and supported, and that money was safeguarded.

Key Findings

Department officials did not ensure that financial activity was properly recorded and supported, and that money was safeguarded.

- The Board of Directors (Board) did not provide adequate guidance on fundraising activities and did not enforce bylaw provisions related to the review and approval of bills and records, and cash receipts.
- Of 186 disbursements reviewed totaling \$110,469, 74 totaling \$27,334 did not have adequate supporting documentation.
- The Treasurer did not perform accurate and timely bank reconciliations for all accounts.
- Cash receipts and fundraising activities were not adequately documented.

Key Recommendations

- Amend the bylaws and/or adopt supplemental written financial policies and enforce compliance.
- Ensure all claims are audited and approved before payment and adequately supported.
- Ensure adequate cash receipts records are maintained and deposits are made in a timely manner.

Department officials generally agreed with our recommendations and indicated they planned to take corrective action.

Background

The Department is affiliated with the Village of Copenhagen (Village) and is in the Town of Denmark, in Lewis County. The Department provides fire protection to the Village, as well as the Town of Pinckney and to parts of the Towns of Denmark, Champion and Harrisburg.

The Department is composed of volunteer members (membership) and is governed by its adopted bylaws. The membership elects a 13-member Board: President, Vice President, Secretary, Treasurer, Chief, First Assistant Chief, Second Assistant Chief and six members-at-large.

The Board is responsible for overseeing the Department and Drill Team's financial activities. The Treasurer is responsible for safeguarding all Department and Drill Team funds. The Department's internal Audit Committee is composed of Department members and is responsible for auditing the Department's and Drill Team's financial records.

Quick Facts

2019-20 Department General Account

Deposits	\$338,001
Disbursements	\$235,831
Membership	42

Audit Period

January 1, 2019 – June 30, 2020

We extended the scope period forward to August 6, 2020 to review certain disbursements.

Financial Activities

The Treasurer is the Department's chief fiscal officer responsible for receiving, disbursing, maintaining custody of and accounting for all money and preparing monthly and annual financial reports.

In addition to its fire protection contracts, the Department receives revenue from fundraising activities, foreign fire insurance premiums and hall rentals.

The Department has a Drill Team, whose major source of revenue is from various fundraising activities held throughout the year. The Drill Team Chief Fiscal Officer (CFO) maintained and accounted for Drill Team money separately from other Department funds. According to the membership meeting minutes dated October 10, 2019, the Drill Team is no longer participating in Drill Team events. The membership voted to have the Treasurer take over the responsibility for handling Drill Team bank accounts and records effective January 1, 2020.

What is Effective Board Oversight?

To effectively manage operations, good management practices require establishing policies and procedures and clearly defining bylaws to ensure transactions are authorized, properly reviewed and recorded; funds are adequately safeguarded; collections are deposited in a timely manner; and bills are approved before payment.

A board is responsible for overseeing financial activities and safeguarding department resources. An important aspect of this responsibility is to provide a process to routinely monitor and review the work performed by those who handle money as part of their duties. Oversight becomes particularly important in operations that do not have adequate segregation of duties.

Department bylaws state three Board members should review the Department Treasurer's and the Drill Team's books, invoices and records on a monthly basis. If the records are in order, the three members will sign to approve the books, and the respective Treasurers will pay the approved invoices for that month.

The bylaws further require the audit committee to examine the accounts of the Department Treasurer, Drill Team and all money-making committees immediately prior to the annual meeting and make a report to the membership.

The Board Did Not Provide Sufficient Guidance Over Financial Operations

The bylaws provide limited guidance for Board oversight responsibilities and the Treasurer's duties. Further, the Board has not developed any supplemental written policies and procedures to provide additional guidance for key financial operations, such as fundraising activities and the performance and review of bank reconciliations.

In addition, the Board has not enforced certain existing bylaw provisions. For example:

- The Board did not designate three Board members to review the Department Treasurer's and the Drill Team's books, invoices and records each month and to approve the bills for payment. Instead, the Treasurer read a report of bills to be paid to the Board which indicated the payee/vendor, amount and purpose of payment at the monthly meetings. The membership approved the payments without any independent review of the supporting invoices and receipts. The Drill Team CFO paid Drill Team disbursements without any review or approval.

Although the Board appointed an audit committee, this committee was not designated to perform the monthly reviews, and the audit committee chairman told us they review the records quarterly to semi-annually (after bills have been paid).

- In September 2020, the audit committee conducted a review of the Department's bank accounts from January through June 2020. However, this review did not include an examination of the Drill Team bank account.
- The Treasurer did not issue consecutively-numbered receipts for all collections as required by the bylaws and did not always make timely deposits.

Because of the Board's limited guidance and oversight, Department and Drill Team funds were not adequately safeguarded, and there is an increased risk that errors and irregularities could occur and not be detected in a timely manner.

Bank Reconciliations Were Not Accurate and Timely or Were Not Performed

During our audit period, the Department had seven bank accounts, three savings accounts (general, truck and Firemen's Association of the State of New York) and four checking accounts (general, foreign fire insurance, games of chance and Drill Team). The Treasurer did not perform accurate or timely bank reconciliations for these accounts.

For example, the Treasurer could not provide evidence that a reconciliation had been completed for the Department's general checking account since November 2019. The Treasurer told us she performed bank reconciliations on this account for December 2019 through June 2020 but was unable to print the reconciliations due to a lack of printer ink and paper.

Although the Treasurer performed some bank reconciliations on the Department's general checking account, the reconciliations were not accurate and were

not completed in a timely manner. For example, the November 2019 bank reconciliation on the Department's general checking account indicated there were 34 checks and electronic payments outstanding, totaling \$6,759. However, nine transactions (eight electronic payments and one check) totaling \$1,894 were not outstanding because they cleared the bank between February and July 2019. In addition, one check for \$109 was not included on the outstanding check list although the check was dated before the reconciliation date. As a result of these errors, the outstanding transactions were overstated by \$1,785.

Also, the Treasurer's bank reconciliation reflected an adjusted bank balance of \$82,728, while the computerized accounting records indicated a balance of \$84,015, a difference of \$1,287. While the errors related to the \$1,785 in outstanding transactions caused some of this difference, there is a remaining unresolved difference of \$498 (the adjusted bank balance is greater than the cash in the records). Although the bank reconciliation was signed by two audit committee members to show their review in May 2020, this review was not timely or effective because there was no indication the difference reflected in the Treasurer's reconciliations was investigated and resolved as part of the reconciliation process. The bank reconciliations for this account were also not done in a timely manner. For example, the reconciliations for the months of April and May 2019 were completed in November 2019 (six and seven months later).

We found no evidence that anyone reconciled the Department's truck savings account and Drill Team checking account for the entire audit period. Additionally, the Treasurer could only provide evidence that one bank reconciliation was completed during our audit period for the Department's games of chance checking account. She reconciled this account for the period ended January 1, 2019 on March 6, 2019. The Treasurer showed us documentation that she reconciled the June 30, 2020 general savings account and foreign fire insurance checking account on September 3, 2020.

Because the Treasurer did not prepare reliable monthly bank reconciliations and did not perform the reconciliations in a timely manner, there is an increased risk that errors or inappropriate transactions could occur and not be identified. In addition, the Board may not have accurate financial information available for overseeing financial operations.

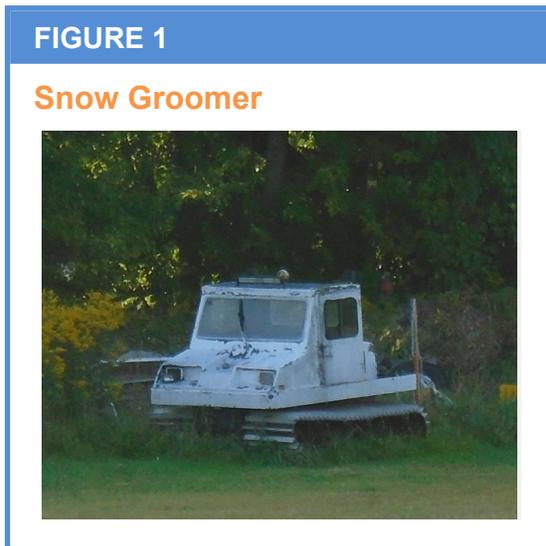
Many Disbursements Lacked Adequate Supporting Documentation

Department officials need to improve internal controls over disbursements. We reviewed 186 disbursements (claims) totaling \$110,469 made during the audit

We found no evidence that anyone reconciled the Department's truck savings account and Drill Team checking account for the entire audit period.

period and found 74 (40 percent) totaling \$27,334 did not contain adequate support that would allow officials to determine whether they were for valid purposes.¹ For example:

- Three disbursements totaling \$8,713 did not have any supporting documentation other than a description written in the memo of the check.
 - A \$5,000 payment made to an individual showed “bathroom remodel” on the check. The President told us this was for a down payment to remodel the Department’s restroom.
 - A \$2,700 payment made to an individual showed “groomer” on the check. The Drill Team CFO told us that in 2015 or 2016, the individual loaned the Drill Team money to purchase the used snow groomer (Figure 1) for the Department’s track² and this check was to repay the loan. However, there was no loan agreement or other support acknowledging when the loan was made or the repayment terms. We reviewed deposit compositions from 2016 and determined that a \$2,700 payment from the individual was deposited into the Drill Team bank account and a check was disbursed to another vendor with “groomer” written in the memo section of the check.
 - A \$1,013 payment made to a local food vendor indicated “clams” on the check. The Drill Team CFO told us the Drill Team rents table space to sell clams at a local festival annually and they purchased the clams from this vendor. Per review of the festival’s vendor list, the Department had a table at the festival.
- The Department’s office supply credit card was charged \$930. The Department President told us this charge was made to purchase a computer



1 Refer to Appendix B for information on our sampling methodology.

2 The Drill Team sponsored drag races for fundraising activities. These races included snow mobile races during the winter and vehicle drag races in the warmer months on a track located behind the Department’s building.

that the Treasurer is currently using. Although meeting minutes indicated the membership approved the purchase of a computer, the Department could not provide documentation, such as an invoice or receipt, to support this purchase.

- The Department's credit card was charged \$603 for lodging and food. Officials told us these charges were for the Department's President and Vice President to attend a conference. Although their attendance at the event was membership-approved, there were no receipts and/or invoices to support the charges.

In addition, the bills to be paid reports that the Treasurer read at the membership meetings do not list every bill. For example, payments made to one credit card vendor, totaling \$24,716 for our audit period, were not included on the reports. Also, officials did not always ensure the Treasurer paid the credit card vendors in a timely manner, resulting in the Department paying \$576 in fees and finance charges.

Because the Board did not implement the bylaw requirement that three Board members review and approve the bills prior to payment by the Treasurer and Drill Team CFO, oversight of the cash disbursements process was insufficient, and payments were made without necessary support. In addition, because Department officials did not have sufficient support for all disbursements, they cannot be sure that the payments were for appropriate Department and Drill Team purposes.

What Are Effective Procedures for Collections and Bank Deposits?

A board should develop bylaws or other policies and procedures to provide guidance to the treasurer and members who receive funds and help ensure all collections are properly recorded, supported and deposited in a timely manner. Consecutively-numbered receipts should be issued for money collected, when there is no other evidence to document the collection. Good business practices require that department members remit collections (including those from fundraising events) and supporting documentation to the treasurer. Supporting documentation should include the date collections were received, amount, purpose, composition (cash or check), and information such as number of tickets or items sold.

The treasurer should compare the collections to the corresponding supporting documentation to ensure that all collections are accounted for and deposit collections timely and intact (in the same amount and form as received). In addition, the treasurer should prepare and retain duplicate deposit slips with enough detail to identify the deposit composition of cash and checks received.

When deposits are not made in a timely manner, there is a greater risk that money could be lost or stolen without detection.

Department officials should maintain adequate documentation on file to support all cash collections, which is especially important for fundraising activities. After a fundraising activity, a fundraising report should be completed detailing the amount collected, including the number of items or tickets sold. For each fundraising event, at least two members should be available to count the money collected and certify the amounts remitted to the treasurer.

Cash Receipts Records and Procedures Were Not Adequate

The Board did not establish adequate controls to ensure that all money received was properly recorded and deposited. Additionally, the Board did not provide adequate guidance on how fundraising activities should be accounted for, including the type of reports that should be presented to the Board and membership.

The Department's current bylaws indicate it is the Treasurer's duty to receive all money collected by the Department. The bylaws also require the Treasurer to issue a consecutively-numbered receipt for each sum of money received and to deposit the money as soon as possible. During our audit period, both the Treasurer and Drill Team CFO received and deposited all collections received at the firehouse, by mail, and from members responsible for fundraising activities. When the Treasurer received money, she logged the collections in a manual log, indicating date received, from whom, amount, purpose, form of payment (cash/check) and date of deposit. She also created a computerized deposit summary that listed the same information. When the Drill Team CFO received and deposited collections, he wrote the purpose of the deposit on the deposit receipt. He also created a monthly deposit summary that showed the date of deposit, purpose and amount deposited.

To determine whether the Treasurer had appropriately recorded and deposited all identifiable collections, we compared all collections (both cash and check) recorded on the Treasurer's manual log for the Department's general checking account, totaling \$204,846, to duplicate receipts (when available), and deposit compositions obtained from the bank. We also reviewed supplemental documentation for deposits totaling \$144,125 into the Department's other bank accounts and into the Drill Team account to try to determine the source of the money when there was no other evidence to explain the source.

We identified significant internal control weaknesses and recordkeeping deficiencies. The Treasurer did not issue consecutively-numbered duplicate receipts for all funds received, as required by the bylaws. The Treasurer provided us with duplicate receipts that totaled \$28,292, while the manual cash collections

The Board did not establish adequate controls to ensure that all money received was properly recorded and deposited.

log showed over \$200,000 was collected. The Treasurer told us she does not always issue a receipt if a check is received; however, we found 59 instances where cash, totaling \$7,070 was collected and no duplicate receipt was on file. Also, the Drill Team CFO did not issue any duplicate receipts when collecting funds. Furthermore, while the receipts issued were in duplicate, they were not consecutively-numbered. Because receipts were not consecutively-numbered, a receipt could be discarded and go unnoticed. Additionally, it would be difficult for officials to verify all receipts issued for collections were properly recorded and ultimately deposited.

The Department and Drill Team lacked support for deposits totaling \$39,391. For example, four deposits totaling \$26,776 were made into the Department's general checking account and truck savings account. None of these deposits were indicated on the Treasurer's manual cash log, and the Treasurer did not issue duplicate receipts or create and retain a deposit summary showing the source of these funds. Additionally, the Treasurer could not provide copies of deposit receipts from the bank. We reviewed the deposit compositions obtained from the bank and found that the deposits included \$26,076 received from the Village of Copenhagen and the Town of Champion. There was also \$700 in cash included in the deposit from an unknown source(s).

Additionally, a deposit receipt was the only support for three deposits totaling \$1,360 into the Drill Team account. The Drill Team CFO did not issue duplicate receipts or record these checks in his cash receipts records to show the source, purpose of the funds received or date received.

Because the Treasurer and Drill Team CFO did not always maintain sufficient cash receipts records and supporting documentation for deposits, it would be difficult for Department officials to determine whether all funds collected were deposited into Department accounts and whether the deposits were made intact and in a timely manner.

Fundraising Activities – The Department and Drill Team engaged in various fundraising activities to help pay for operations. Because the Department's bylaws are silent regarding fundraising activities, reports were not prepared for all activities and those that were prepared were generally inadequate. Based on the records provided to us, there were 35 fundraising events held during the audit period, and the records indicate the Department collected approximately \$37,000 for these events. Figure 2 represents a sample of the fundraising events, totaling \$20,341, held during our audit period that we reviewed.

Figure 2: Fundraising Events

Event	Description	Recorded Cash Collections
Field Day	Sale of food and drinks, raffle tickets, golf tournament	\$10,015
Gun Raffle	Sale of tickets for dinner and chance to win a firearm, merchandise raffle, and 50/50 raffle	4,905
Boot Drive	Firefighters collect donations - money is placed in a boot	1,529
Snow Drag Races	Collection of registration fees for participants in snowmobile races and gate fees for spectators, food and drink sales	1,386
Clam Bake	Sale of clams at Cream Cheese Festival	1,169
Dance	Admissions, raffle tickets and food sales	684
Pancake Breakfast	Sale of food and drinks	653
Total		\$20,341

None of the activities were adequately supported by starting and ending ticket numbers sold, cash register tapes or any other form of documentation (prices and quantities of food and drinks sold, number of participants, etc.) to allow officials to determine how much money should have been collected. Although we determined that cash recorded as collected at the events was deposited, we could not determine whether the amounts recorded as collected at these events were accurate.

When there is limited accountability for fundraising money, there is an increased risk that funds could be lost or stolen without detection.

In addition, we found other internal control and recordkeeping weaknesses related to these activities:

- Before the field day, the Treasurer withdrew \$4,500 to be used as startup money for the event. The Treasurer’s deposit summary showed that \$3,094 in startup up money was included in a deposit after the field day was held. The Treasurer told us that additional startup money (\$1,406) was likely returned with the other collections for which she issued duplicate receipts when members remitted the funds, but there was no documentation to show this was the case. As a result, Department officials cannot verify that all of the \$4,500 in startup money was redeposited.
- The Treasurer did not deposit the proceeds from the boot drive until 30 days after the event was held. In addition, the Treasurer told us it was the Department’s practice to have members come in and count their money with

When there is limited accountability for fundraising money, there is an increased risk that funds could be lost or stolen without detection.

the Treasurer after each boot drive shift and she would issue a duplicate receipt to document the amount remitted. However, no receipts were found on file for this event. When deposits are not made in a timely manner and duplicate receipts are not issued to document remittances to the Treasurer, there is a greater risk that loss or theft of funds could occur.

What Do We Recommend?

The Board should:

1. Review and amend the bylaws and/or adopt separate written policies or procedures to provide clear guidance over key areas of financial operations such as fundraising activities and bank reconciliations. Enforce the bylaws and policies to ensure necessary internal controls are in place.
2. Designate three members to perform a monthly review of the Department's records (including the Drill Team account) and bills, in accordance with the Department's bylaws. The review should include the Treasurer's monthly bank reconciliations and related records to help ensure they are performed accurately and in a timely manner for all bank accounts.
3. Ensure claims are properly supported and audited and approved before the Treasurer pays the claims, and that the approval for payment is documented.
4. Ensure the Treasurer issues receipts for money collected, maintains adequate cash collections records and deposits funds in a timely manner.
5. Ensure that members responsible for fundraising activities create fundraising activity reports detailing the amount collected, including price and quantity of items sold (when applicable).

The Treasurer should:

6. Make payments only after a proper audit and approval of claims and retain all supporting documentation for all payments.
7. Prepare accurate monthly bank reconciliations for all bank accounts and investigate and correct any differences between adjusted bank balances and recorded cash balances in a timely manner.
8. Ensure collections are properly accounted for and issue duplicate consecutively-numbered receipts or maintain some other documentation to show the source, date received, amount, payment type and purpose for all Department and Drill Team funds collected.
9. Deposit funds in a timely manner.

Appendix A: Response From District Officials

The Department included a 26-page document with its updated policies and procedures as a part of its response, which we did not include in the final report due to the size of the attachment.

Copenhagen Fire Department, Inc.



"HOME OF THE CUBS"

Copenhagen, N.Y. 13626

UNIT NAME: COPENHAGEN VOLUNTEER FIRE DEPARTMENT
AUDIT REPORT TITLE: FINANCIAL ACTIVITIES/REPORT OF EXAMINATION
AUDIT REPORT NUMBER: 2021M-114

For each recommendation included in the audit report, the following is our corrective action(s) taken or proposed.

AUDIT RECOMMENDATION:

The Board should:

1. Review and amend the bylaws and/or adopt separate written policies or procedures to provide clear guidance over key areas of financial operations, such as fundraising activities and bank reconciliations. Enforce the bylaws and policies to ensure necessary internal controls are in place.
2. Designate three members to perform a monthly review of the Department's records (including the Drill Team account) and bills, in accordance with the Department's bylaws. The review should include the Treasurer's monthly bank reconciliations and related records to help ensure they are performed accurately and in a timely manner for all bank accounts.
3. Ensure claims are properly supported and audited and approved before the Treasurer pays the claims, and that the approval for payment is documented.
4. Ensure the Treasurer issues receipts for money collected, maintains adequate cash collections, records and deposits funds in a timely manner.
5. Ensure that members responsible for fundraising activities create fundraising activity reports detailing the amount, collected, including price and quantity of items sold (when applicable).

The Treasurer should:

6. Make payments only after a proper audit and approval of claims and retain all supporting documentation for all payments.

-
7. Prepare accurate monthly bank reconciliations for all bank accounts and investigate and correct any differences between adjusted bank balances and recorded cash balances in a timely manner.
 8. Ensure collections are properly accounted for and issue duplicate consecutively-numbered receipts or maintain some other documentation to show the source, date received, amount, payment type and purpose for all Department and Drill Team funds collected.
 9. Deposit funds in a timely manner.

IMPLEMENTATION PLAN OF ACTION(S):

Addressing each recommendation according to number:

1. A. We have passed new financial policies and in the process of revising the bylaws, working with an attorney.
B. Enclosed copies of the newly approved financial policies
C. The Board of Directors is now well-aware of its responsibilities regarding financial matters and will be overseeing, both, Audit Committee and Treasurer to ensure the policies are being followed.
2. A. Did appoint 3 members to the audit committee and we also appointed a person to oversee those members to make sure all of the audit/reconciliations do get done accurately.
B. Audit report will be filed with the Board of Directors at their following Board meeting.
3. A. A 2-person signature stamp with date to verify the audit was purchased.
B. A policy has been established for Auditing Committee to follow with the attached form.
C. Board of Directors decided the Audit Committee is the group responsible to approve the bills prior to payment by the Treasurer.
4. A. We purchased and are using 3-part consecutively-number receipt books
B. All monies coming in will use the receipt books and will be recorded in a deposit log by the Treasurer.
5. A. New policies have been established following the suggestions in the draft audit.
B. A new fundraising activity form has been prepared that will be required for use.
C. Cash registers will be used whenever possible and cash register receipt will be attached to fundraising report; if numbered tickets will be used, we will use double tickets for start number and end number, will be kept in an envelope and included with

report.

D. All startup monies will be a check issued to the chairperson, and the return of the startup money will be returned to the Treasurer with a separate receipt issued and separate deposit made.

6. A. Refer to Recommendation Response No. 3.
B. Treasurer is aware of the prior approval required and has established a binder for all payment supporting documentation.
7. A. Refer to Recommendation Response No. 2.
B. Treasurer will provide the reconciliations to the Audit Committee.
8. A. Refer to Recommendation Response No. 4.
9. A. Refer to Yearly Deposit Log Policy.

IMPLEMENTATION DATE: Some have already been implemented, and will fully be in implementation by January 1, 2022.

PERSON RESPONSIBLE FOR IMPLEMENTATION: President James Henry is responsible.

SIGNED:

JAMES HENRY
PRESIDENT

12/10/21
DATE

Appendix B: Audit Methodology and Standards

We conducted this audit pursuant to Article V, Section 1 of the State Constitution and the State Comptroller's authority as set forth in Article 3 of the New York State General Municipal Law. To achieve the audit objective and obtain valid audit evidence, our audit procedures included the following:

- We interviewed Department officials and reviewed Department bylaws, meeting minutes and other supporting documentation to obtain an understanding of the Department's financial operations.
- We reviewed all bank reconciliations performed by the Treasurer during our audit period to determine whether they were performed accurately and in a timely manner. We interviewed the Treasurer and Audit Committee Chairperson to determine whether Department officials reviewed completed reconciliations, including a review of bank statements and canceled check images.
- We compared all collections (cash and checks) listed on the Treasurer's manual log totaling \$204,846 from January 1, 2019 through June 30, 2020 to duplicate receipts and then to deposit compositions obtained from the bank to determine whether collections recorded on the manual log were deposited. In our comparison, we reviewed amounts disbursed to members for startup cash and whether the startup cash was returned with fundraising proceeds to the extent possible.
- We reviewed all 78 deposits totaling \$144,125 (excluding transfers) listed on the Department's bank statements, for two savings accounts (truck and general) and 2 percent foreign fire insurance premium checking account, and all deposits listed on the Drill Team bank statements from January 1, 2019 through June 30, 2020. We compared the deposits to the financial records and supporting documentation to determine whether collections were properly recorded and supported, and deposited intact and in a timely manner.
- Using our professional judgment, we selected seven fundraising events, totaling \$20,341, to determine whether they were properly accounted for, recorded and supported and that proceeds were deposited intact and in a timely manner.
- We reviewed all Department bank statements from January 1, 2019 through June 30, 2020 to determine whether bank transfers (non-check withdrawals) totaling \$100,008 were for legitimate purposes.
- Using our professional judgment, we selected 186 Department and Drill Team disbursements totaling \$110,469 to determine whether they were supported and were for appropriate purposes. Our sample included:
 - Two months (August 2019 and June 2020) of payments made from the Department's general checking account

-
- All payments made from the Department's games of chance, 2 percent foreign fire insurance and Drill Team checking accounts
 - All payments made to the Department's two credit card vendors
 - All payments made to the President, Treasurer, Drill Team CFO, Audit Committee Chairperson, and any potential relatives to these individuals.
 - We compared these disbursements to the financial records and supporting documentation – such as invoices, receipts and canceled check images – to determine whether disbursements contained adequate support and were appropriate expenses and approved for payment.

We conducted this performance audit in accordance with generally accepted government auditing standards (GAGAS). Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Unless otherwise indicated in this report, samples for testing were selected based on professional judgment, as it was not the intent to project the results onto the entire population. Where applicable, information is presented concerning the value and/or size of the relevant population and the sample selected for examination.

The Board has the responsibility to initiate corrective action. We encourage the Board to prepare a written corrective action plan (CAP) that addresses the recommendations in this report and forward it to our office within 90 days. For more information on preparing and filing your CAP, please refer to our brochure, *Responding to an OSC Audit Report*, which you received with the draft audit report. We encourage the Board to make the CAP available for public review.

Appendix C: Resources and Services

Regional Office Directory

www.osc.state.ny.us/files/local-government/pdf/regional-directory.pdf

Cost-Saving Ideas – Resources, advice and assistance on cost-saving ideas

www.osc.state.ny.us/local-government/publications

Fiscal Stress Monitoring – Resources for local government officials experiencing fiscal problems

www.osc.state.ny.us/local-government/fiscal-monitoring

Local Government Management Guides – Series of publications that include technical information and suggested practices for local government management

www.osc.state.ny.us/local-government/publications

Planning and Budgeting Guides – Resources for developing multiyear financial, capital, strategic and other plans

www.osc.state.ny.us/local-government/resources/planning-resources

Protecting Sensitive Data and Other Local Government Assets – A non-technical cybersecurity guide for local government leaders

www.osc.state.ny.us/files/local-government/publications/pdf/cyber-security-guide.pdf

Required Reporting – Information and resources for reports and forms that are filed with the Office of the State Comptroller

www.osc.state.ny.us/local-government/required-reporting

Research Reports/Publications – Reports on major policy issues facing local governments and State policy-makers

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