DIVISION OF LOCAL GOVERNMENT AND SCHOOL ACCOUNTABILITY

REPORT OF EXAMINATION | 2022M-43

Utica Harbor Point Development Corporation

Budgeting and Board Oversight

JULY 2022

OFFICE OF THE NEW YORK STATE COMPTROLLER

Thomas P. DiNapoli, State Comptroller

Contents

Report Highlights

Utica Harbor Point Development Corporation

Audit Objective

Determine whether the Utica Harbor Point Development Corporation (Corporation) Board of Directors (Board) and officials established realistic budgets and adequately monitored financial activity.

Key Findings

The Board and officials did not establish realistic budgets. Also, the Board did not review periodic financial reports to monitor the budget and finances and did not establish a comprehensive written multiyear financial plan.

- The Board adopted budgets that did not include realistic revenue and expense estimates, which caused funding gaps. As of December 9, 2021, the Corporation's projected costs exceeded revenues by about $2.3 million.
- While the Corporation received grant funds for two projects, officials relied on lines of credit (LOCs) to provide cash flow for several years. The Corporation's ability to pay off the LOCs is contingent on the sale of three properties, which officials plan to sell in 2022. However, the Board has not developed alternative plans to satisfy the debt should the properties not sell.

Key Recommendations

- Adopt realistic budgets and routinely monitor the budget and financial activity by reviewing periodic financial reports.
- Establish a comprehensive written multiyear financial plan.

Corporation officials disagreed with some of our findings but indicated they plan to take certain corrective action. Appendix B includes our comments on issues raised in the Corporation's response letter.

Background

The Corporation was established in 2011 by the City of Utica (City) in Oneida County.

The Corporation is governed by an 11-member Board that is appointed by the City Mayor. The Board is responsible for the general management and oversight of Corporation operations.

The Board President is the chief executive officer, the Board Treasurer is the chief fiscal officer and a bookkeeper performs the Corporation's day-to-day accounting activities.

The Corporation contracts for planning and engineering services to assist in project planning, budget development, grant activities and monitoring and oversight of grant projects.

Quick Facts	
Grant Revenues **Expenses**	$8.3 million $11.4 million
Projects	One active One complete
Real Property Parcels	6

Audit Period

April 1, 2018 – December 9, 2021

Budgeting and Board Oversight

The City formed the Corporation to advance economic growth by developing, improving, promoting and rehabilitating the area known as Harbor Point (Figure 1). New York State (NYS) legislation authorized the NYS Canal Corporation and NYS Thruway Authority to convey land to the Corporation for the purposes of developing and reusing the City's Harbor Point area.

FIGURE 1

Harbor Point in 2018

The Corporation was financially dormant until April 1, 2018. Since then, the Corporation acquired six parcels of land in the Harbor Point area, including one that was conveyed by the Canal Corporation. The Canal Corporation owns an additional parcel and it intends to transfer it to the Corporation in the near future.

During our audit period, the Corporation began two projects in the Harbor Point area to make preliminary site improvements to certain parcels. The Corporation funded these projects primarily with grants awarded by Empire State Development (ESD).[1] The Board intends to sell portions of its parcels for private development during 2022.

The Corporation partnered with the City to develop the first project, known as the Dredge Spoils Area-1 (DSA) project. ESD awarded a grant to the City for this project, with the Corporation as a beneficiary.

The Corporation and the City entered into a memorandum of understanding that indicated how both parties would work together to fulfill the grant's requirements. Both performed portions of work under the grant award.

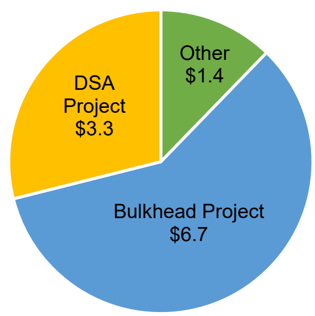
1 The NYS Department of Economic Development and the NYS Urban Development Corporation are collectively referred to as ESD.

ESD awarded a separate grant directly to the Corporation for the second project, known as the Bulkhead.

As of December 9, 2021, the Corporation has received about $8.3 million in grant revenues for both projects. It spent about $10 million in total project costs and $1.4 million on other costs (Figure 2). The Bulkhead project was complete and the DSA project was nearly complete as of this date, but the Corporation had not yet received all of the grant funding.

FIGURE 2

Total Project and Other Costs (millions)



How Should the Board Develop Realistic Budgets and Monitor Financial Activity?

Local development corporation (corporation) boards (boards) are responsible for overseeing and managing corporation activities. Boards should develop a comprehensive written multiyear financial plan to identify developing revenue and expense trends, create projections and consider the impact that budgeting decisions may have on future fiscal years.

Although multiyear plans may vary in size, complexity, narrative and level of detail, they should project out three to five years or more. They should include projections for revenues and expenses, annual operating deficits and surpluses, reserves and cash balances and any goals and plans to improve long-term financial condition. Boards should use multiyear planning as a starting point when developing annual budgets. Also, boards should periodically review and update these plans as needed, or as major assumptions change.

Effective board oversight and management includes ensuring that budgets are realistic, balanced and based on well-supported budget assumptions, such as historical trends or known costs. When historical revenues and costs are unavailable, boards can use other sources of information, such as revenue projections, financing information, service contracts, and input from experienced individuals and groups.

Boards must apply effective budgeting strategies when developing annual operating budgets and project budgets, which may span more than one fiscal year. Boards should ensure all costs, including operational costs not directly tied to a project, have adequate funding.

Corporations should have accurate accounting records so that officials can effectively track financial activity and compare financial results to budget estimates. Accounting records should contain sufficient information to track and report each individual project's complete financial history, which often spans more than one fiscal year.

Boards should receive regular financial reports to fulfill their oversight responsibilities and make informed financial decisions. Examples of useful reports include budget-versus-actual comparisons, cash flow statements, income statements and balance sheets. Boards should closely monitor the budget throughout the year to identify variances that might cause the corporations to end the fiscal year with a significant deficit.

The Board Did Not Establish Realistic Budgets and a Comprehensive Financial Plan

The Corporation began the Harbor Point projects without a comprehensive written plan to demonstrate how all costs would be paid. In addition, the Board's budgets did not include realistic revenue and expense estimates. According to financial projections for the Corporation's two projects and other revenue and expense activity, the Corporation's costs exceeded revenues by about $2.3 million as of December 9, 2021.

The ESD grants required the Corporation to pay the project costs before it received the grant revenue. The grant documents also required the grant recipient to contribute a local share of at least 10 percent of the total project costs to fund the projects.

Besides the grant funds, the Corporation did not have any other material revenue streams to cover other operating costs (nonproject costs) or its local share of Bulkhead project costs during its first few years of operations. The Corporation also did not have start-up money when it began operations. As a result, officials relied on two lines of credit (LOCs) from a bank to provide cash flow.

For the 2018-19, 2019-20 and 2020-21 fiscal years,[2] the Corporation's budgets indicated that estimated revenues and financing sources were equal to estimated expenses. The budgets appeared balanced, in part, because officials included the estimated LOC advances as financing income and estimated LOC principal repayments as expenses.[3]

While a LOC provides temporary financing for cash flow purposes, it does not provide a true revenue source or permanent financing to provide the local share of project costs or pay for the Corporation's operating costs. Without the LOC activity there are budget gaps because estimated costs exceed estimated revenues.

The Corporation's bookkeeper and a contracted engineer prepared budget estimates for the Board's approval. They budgeted to use the LOCs to cover up-front project costs and other costs. The annual budgets included project-specific costs and revenues and nonproject operating costs.

The bookkeeper estimated nonproject operating costs, including interest expense and professional fees, such as legal, auditing and insurance services. The engineer projected grant reimbursements and estimated project costs and revenues based on work expected to be performed in the coming fiscal year. The Corporation received grant funds once the work was completed. It would then pay down the LOCs with the grant funds.

Officials told us that they intended to sell three real estate parcels to repay the LOC debt and that this was their plan from the beginning. However, the Board and officials did not develop a written multiyear financial plan indicating how this would be accomplished. Though the Corporation's annual budgets showed future fiscal years' revenue and expense projections, and the engineer projected certain costs and revenues, the Corporation did not have a realistic, comprehensive written multiyear financial plan.

The Corporation filed an annual budget and financial plan with the New York State Authorities Budget Office (ABO) and Office of the State Comptroller (OSC) that projected budget amounts for three fiscal years. The bookkeeper told us that he projected future year amounts to be 5 percent more than prior fiscal year budget estimates without basing his projections on any historical costs or other source documents. Therefore, the projections do not necessarily represent the Corporation's true financial plans.

…[T]he Corporation did not have a realistic, comprehensive written multiyear financial plan.

2 The Corporation's fiscal year is April 1 through March 31.

3 The Corporation submitted this budget information through the Public Authorities Reporting Information System (PARIS). PARIS is the online reporting system that allows public authorities to submit required annual financial information to the Authorities Budget Office (ABO) and Office of the State Comptroller (OSC). The categories in the PARIS budget template were designed to provide the ABO and OSC with a high-level summary of a corporation's budget and financial plan. Because the Corporation included LOC advances and repayments in the template, it appeared as though the Corporation had balanced budgets.

The engineer maintained a spreadsheet to project future cash inflows and outflows and determine the pay-off date for each LOC. However, the spreadsheet was not always current, and it was not submitted to, or reviewed by, the Board.

While developing a written multiyear plan will not provide the Corporation with additional funds, it will help the Board identify and manage potential fiscal difficulties before crises emerge. Although the ABO budget and financial plan projections and the engineer's spreadsheet are not sufficient multiyear plans, they can serve as a launching point for the Board to develop a more complete multiyear plan going forward.

We compared budget to actual results, excluding the LOC budget estimates, to determine whether the estimated revenues and expenses were realistic. We also evaluated the Bulkhead and DSA projects' actual and projected revenues and expenses, as of December 9, 2021, and performed a separate analysis of the Corporation's other revenues and expenses,[4] through the end of the 2020-21 fiscal year. We found that budget estimates were unrealistic, and revenues would not cover the Corporation's project and operating costs, as follows:

Operating Revenues and Expenses – The nonproject portion of the annual budgets included amounts for items such as professional fees, LOC interest and a real property purchase. The Corporation did not have any expenses for payroll or employee benefits.[5]

We performed budget to actual comparisons for the 2018-19, 2019-20 and 2020-21 fiscal years, (excluding the LOCs) and found that certain budget estimates were unrealistic. For example, the Corporation:

- Included estimated revenue of $579,000 in the 2018-19, 2019-20 and 2020-21 budgets from the sale of a parcel. However, the Corporation did not sell the parcel during these fiscal years. Officials told us that they expect to sell it during the 2022 calendar year.
- Budgeted $15,000 each year for interest expenses for the LOCs during the 2018-19 through 2020-21 fiscal years. However, actual interest expenses averaged $143,200 annually, or about $385,000 more than was budgeted for during the three fiscal years combined. The bookkeeper budgeted for this line item and could not explain why he budgeted for this cost in this manner.

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4 The two projects represented about 95 percent of the estimated expenses reflected in the adopted budgets.

5 The Corporation's bookkeeper is a full-time City employee. The bookkeeper estimated he worked an average of one hour for the Corporation each week during his regular work hours for the City. However, he did not maintain any time records to show the amount of time that he spent on Corporation business. The Corporation did not compensate the bookkeeper, and it did not pay the City for the services he rendered. The propriety of a City employee working for the Corporation while also working for the City was not within the scope of this audit.

- Did not include $157,000 for other costs, such as grant commitment fees, property insurance, recording expenses and real property taxes, in the 2018-19 through 2020-21 budgets. The bookkeeper and a Board member could not explain why these costs were not included in the budgets.

The Corporation reported operating revenues totaling $9,700 during the 2018-19, 2019-20 and 2020-21 fiscal years, but its operating costs totaled $1.28 million. This resulted in total operating losses of $1.27 million through the end of the 2020-21 fiscal year. As of December 9, 2021, this cumulative deficit totaled approximately $1.4 million.

<u>Bulkhead Project</u> – The Bulkhead project budget did not balance because it had higher costs than projected revenues. This project was funded by a $6 million grant, but cost estimates totaled $6.7 million. Corporation officials did not provide us with any documentation indicating how the Board intended to fund the Corporation's local share of $700,000.

The Bulkhead project was completed before the end of our fieldwork and came in about $34,000 over budget (1 percent). Project costs were about $6.73 million and projected grant revenues were exactly as budgeted, leaving a project deficit of $734,000 as of December 9, 2021. Corporation officials told us they plan to cover this shortfall by selling land parcels for development in 2022.

<u>DSA Project</u> – Similar to the Bulkhead project, the original DSA project budget required a local funding contribution. Estimated project costs were $6.1 million, which were funded with a $5 million grant, for a difference (grantee equity) of $1.1 million.

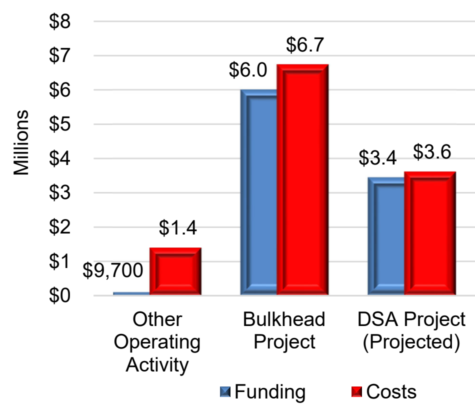
The City and Corporation originally needed to cover the grantee equity as a requirement of the grant award. However, ESD later allowed the grantee equity requirement to be funded by money spent by the City on other harbor projects.

When the DSA project was nearly complete, the engineer projected that project costs would be $171,000 over budget (3 percent). Total DSA projected costs were approximately $5.17 million, and the expected grant revenue totaled $5 million. This meant that the project would have an expected deficit of about $171,000 (costs exceed revenues). The Corporation's share of the DSA projected costs was $3.6 million, and its share of the projected grant revenues was $3.4 million. The City covered the remaining costs and will receive the remaining grant revenues. The Corporation will need to cover the $171,000 difference.

Figure 3 shows the operating cost deficit and the projected shortfalls for the two projects. Overall, the Corporation's projected costs exceeded available funding by $2.3 million as of December 9, 2021.

FIGURE 3

Funding Compared to Costs



Although the Corporation appropriately used grant funds to pay down the LOCs, the Corporation did not have enough funds available to fully repay the LOCs because costs exceeded revenues.

As of December 9, 2021, the Corporation had outstanding LOC balances of about $3.1 million. The Corporation will continue to incur interest costs until the LOCs are repaid. The Board President, another Board member, bookkeeper and engineer told us that the Corporation has identified interested buyers and expects to sell three Harbor Point parcels to developers in 2022 and receive enough money on the sales to repay the LOCs, with money left over.

The engineer's projections showed grant reimbursements totaling about $1.1 million[6] and $2.8 million in revenues from parcel sales in the 2022 calendar year. If realized, this should be sufficient to pay off the LOCs. However, the Corporation did not have written agreements with the buyers as of February 18, 2022 (the end of our fieldwork). Furthermore, the Board previously budgeted sales proceeds of $579,000 for one of these parcels in each budget since the 2018-19 fiscal year. Given the delays in selling this parcel, there is a risk that the Corporation may not receive these funds in a timely fashion.

Also, officials told us that one of the parcels they planned to sell for $700,000 needed additional environmental remediation work, which must be completed before the sale is finalized. This work is estimated to cost the Corporation about $500,000. The bookkeeper and a Board member told us they are working to

6 This grant revenue was included in the Bulkhead and DSA project amounts as shown in Figure 3.

identify funding sources for the remediation work through grants for brownfield sites or from funding from the City's allocation of federal funds received from the American Rescue Plan Act.

Because the Corporation continues to incur interest costs on the LOC advances, any delays in the property sales will result in greater interest costs for the Corporation. The soundness of the Corporation's financial condition hinges on its ability to complete the necessary remediation work and sell the properties within a reasonable time period to fully pay off the outstanding LOCs. Furthermore, officials did not have alternate plans in place to pay the LOC balances if the parcels were not sold in 2022. The Board President told us that officials would consider having the Corporation develop these parcels if they are not sold. However, the Corporation would have to identify and obtain additional funding to pay further development costs.

[The Board] did not periodically review cash flow reports, budget-versus-actual reports or other financial reports. ...

The Board Did Not Adequately Monitor Financial Activity

The Board did not actively oversee financial results. Although the Board reviewed year-end financial statements prepared by the external auditor, it did not periodically review cash flow reports, budget-versus-actual reports or other financial reports, and it did not analyze trends in revenues and expenses.

The bookkeeper told us that the Board was "more big picture on things" and that he and a Board member, who was also the City's Department of Urban and Economic Development Commissioner, actively managed the details. When we discussed financial oversight with Board members, they told us they relied on the bookkeeper and engineer to develop budgets, oversee day-to-day work and prepare grant reimbursement requests. Board members told us they had "good faith" in the bookkeeper's and engineer's ability to perform these tasks. However, this does not eliminate the Board's responsibility to oversee the Corporation's financial results.

After we began our audit, the Board started reviewing balance sheet and income statement reports on a monthly basis. However, the accounting records and these reports did not separate out project-related activities from other operating activities, which makes it difficult to adequately monitor the status of each project or the status of nonproject operating activities.

In addition, the bookkeeper did not prepare budget-versus-actual reports for project and operating activities or cash flow projections, and the Board did not request these reports. As a result, the Board could not monitor whether the Corporation received appropriate resources in a timely manner to fund related costs. Also, the Board could not determine whether those costs were kept within budgeted amounts and whether projected revenue amounts would be sufficient to pay off the LOCs.

We also found that the Corporation's financial records contained several errors, which were corrected by its external auditors during our audit period. For example, a July 2019 loan closing was not fully recorded until the 2020-21 fiscal year. This included $309,090 in costs and the related liability, which were not recorded in a timely manner. In addition, we found multiple instances where the external auditors made reclassifications to correct erroneous entries, such as a $612,056 LOC advance that was originally recorded as revenue when it should have been recorded as a liability.

Because the external auditors provide these corrections after the end of the fiscal year (during the annual audit), the Corporation's previous monthly reports were not accurate or reliable to effectively monitor financial activity.

In the 2021-22 records, we found one error where a $6,997 LOC advance was recorded as an expense when it should have been recorded as a liability. When we notified the bookkeeper of this error at the end of our audit fieldwork, he told us he would correct it. While this is a relatively small error compared to prior fiscal years, if such errors continue, the financial reports will be less reliable.

Given the Corporation's current financial position, and reliance on LOCs, the Board must closely monitor the budget throughout the year and properly track cash flows by reviewing accurate interim reports.

What Do We Recommend?

The Board should:

1. Develop and adopt a comprehensive written multiyear financial plan that addresses how the Corporation will pay for project costs and other operating costs.
2. Adopt annual budgets that realistically estimate all revenues and expenses and monitor the budget throughout the year.
3. Require the bookkeeper to provide the Board with adequate periodic financial reports to allow the Board to perform its fiscal oversight responsibilities. These reports may include budget-versus-actual comparisons, cash flow reports, income statements and balance sheets.
4. Closely monitor the Corporation's finances, including its ongoing reliance on the LOCs and its progress in selling the real property, to pay off the LOC advances and continue operations.

The bookkeeper should:

5. Maintain separate records for each project to track financial activity and budget-versus-actual results by project and provide related reports to the Board.

6. Correct the $6,997 error in the accounting records and ensure that the Corporation's financial information is accurately presented in the financial reports.

Appendix A: Response From Corporation Officials

Utica Harbor Point Development Corp.
1 Kennedy Plaza, Utica, New York 13502
(315)792-0195 fax: (315)797-6607

ROBERT M. PALMIERI
MAYOR

VINCENT GILROY, JR.
PRESIDENT

June 28, 2022

Office of the State Comptroller (OSC)
Division of Local Government and School Sustainability
PSU – CAP Submission
110 State Street, 12th Floor
Albany, New York 12236

Dear OSC:

In this audit, as with most things, it is important to consider the context within which the larger redevelopment of Utica's Harbor Point took place. The audit contains four very small paragraphs under the heading *Background*, which doesn't really do the project justice or paint the picture of the progress that the UHPDC has been able to make over the last several years.

For instance, it should note that the State property that was ultimately transferred totaled nearly twenty (20) acres. The audit should note that there were multiple buildings on site in varying stages of structural soundness along with a concrete bulkhead wall which the State's own surveys indicated was failing and in imminent danger of collapse; it should also note that the entire property was still being utilized by the Canal Corporation as a regional maintenance facility and that redevelopment required their eventual relocation. The audit should note that the UHPDC put together a master plan for the Harbor Point area, established design guidelines for new development, progressed State Environmental Quality Review Act (SEQRA) approval so that the entire site was shovel-ready, demolished unnecessary buildings, facilitated the relocation of the Canal Corporation, replaced the entire bulkhead wall, constructed new roads and extended utilities into the site to accommodate future private development and marketed the property for that private redevelopment.

See Note 1 Page 14

It was never the intent for the UHPDC to continue into perpetuity. The goal was always to take land that was in the middle of our City and transform it into a destination that would complement other assets around it for our citizens to enjoy. Following are our responses to your findings.

OSC Finding: The Board adopted budgets that did not include realistic revenue and expense estimates, which caused funding gaps. As of December 9, 2021, the Corporation's projected costs exceeded revenues by about $2.3 million.

UHPDC Response: Budgeting is much simpler for an organization that has a regular source of revenue

on which it relies; that is simply not the case with the UHPDC and a review of the larger context of this project makes that clear.

Given the reliance that the Board had (and still has) on State grants and the uncertainty which comes with the grant process by its very nature, who is the judge of what is realistic or not?? And what other choice does the Board have if progress is to be made?? The UHPDC did indeed have an operating budget, but the revenues associated with the sale and development of the land have evolved over several years.

See Note 2 Page 14

OSC Finding: While the Corporation received grant funds for two projects, officials relied on lines of credit (LOCs) to provide cash flow for several years. The Corporation's ability to pay off the LOCs is contingent on the sale of three properties, which officials plan to sell in 2022. However, the Board has not developed alternative plans to satisfy the debt should the properties not sell.

UHPDC response: The UHPDC did indeed utilize bank lines of credit that was always planned and approved by the UHPDC Board. This is a normal financing mechanism for the development of real estate. Further, without that financing, the UHPDC would never have been granted the $16,000,000 in funding from NYS agencies!

The City along with the State of New York has always known the value of the Harbor property with a completed bulkhead. All one has to do is drive by and see the recent significant development surrounding the parcels with the City's new downtown hospital and Nexus Center. Why else would both the State of New York and the City invest so heavily into the project? All 3 parcels have committed buyers in which they are ready to close once environmental deed restrictions are adjusted by several NYS agencies.

To ensure better budgeting practices, the UHPDC has engaged the City's Budget Director, Heather Mowat CPA to perform a supervisory role over the management of the budget and cash flow projections. She will serve in this role on a voluntary basis and outside of her normal duties as the City's Budget Director. Additionally, she will attend UHPDC Board meetings to ensure the Board is routinely apprised of the UHPDC's financial status.

Finally, I would like to note that your team of auditors were at all times professional and provided useful guidance.

Sincerely,

Vincent Gilroy, Jr.
President

Appendix B: OSC Comments on the Corporation's Response

Note 1

Our audit objective focused on whether the Board and officials adopted realistic budgets and adequately managed financial activity. We believe the report provides sufficient background and context, given the audit's objective.

Note 2

Estimated revenues and expenses should be based on sound estimates and well-supported budgetary assumptions. The State grants were awarded at the beginning of the projects. Although the timing of the grant drawdowns may be difficult to predict, the amount of the grant funding was known. We factored the full grant funding into our analysis when determining the $2.3 million gap between projected revenues and costs as of December 9, 2021.

While the budgets appeared to be fully funded, this was because the Board included the LOC borrowing as revenue. In reality, the Corporation did not have sufficient revenues to cover its expenses. In addition, certain budget estimates were not reasonable. For example, from 2018-19 through 2020-21, the Board budgeted $45,000 for interest expenses, when the actual costs were approximately $430,000.

Appendix C: 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 Corporation officials and third parties from the engineering and planning firms that were assisting the Corporation with operations and reviewed various documents to gain an understanding of the Corporation's operations. These documents included the Corporation's certificate of incorporation, bylaws, Board meeting minutes, certified public accountant (CPA) audited financial statements, grant award documents and a memorandum of understanding between the Corporation and the City.
- We reviewed budget documents and interviewed officials about budget development.
- We reviewed Board meeting minutes and discussed budget monitoring with officials to determine how the Board monitored financial activities.
- We analyzed accounting records and reviewed grant reimbursement requests to determine which transactions related to projects.
- We compared the Corporation's revenues and expenses to the budgets.
- We reviewed ending LOC balances and the Corporation's projected cash flows to assess the Corporation's ability to repay the LOCs.
- We reviewed prior adjusting entries, provided by the Corporation's external CPA firm, to ensure the entries were recorded in the Corporation's accounting records. We also scanned 2021-22 fiscal year transactions through December 9, 2021 looking for similar accounting errors.

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.

Good management practices dictate that the Board has the responsibility to initiate corrective action. As such, the Board should 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 D: 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
www.osc.state.ny.us/local-government/publications

Training – Resources for local government officials on in-person and online training opportunities on a wide range of topics
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