

Village of Palmyra

Financial Management

AUGUST 2019



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

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Report Highlights

Village of Palmyra

Audit Objective

Determine whether the Board adopted realistic budgets and effectively managed fund balance based on accurate financial records and reports.

Key Findings

- The water and sewer funds maintained excessive unrestricted fund balance levels, as a result of unrealistic budgets.
- Village officials have not developed multiyear financial or capital plans or a fund balance policy.
- The Board did not audit the Clerk-Treasurer's records and reports or identify and address improper budgeting and accounting practices that resulted in inaccurate accounting records and reports.

Key Recommendations

- Adopt realistic budgets and reduce excessive fund balance in a way that benefits rate payers.
- Develop multiyear financial and capital plans and a fund balance policy.
- Annually audit the Clerk-Treasurer's records and reports to ensure they are accurate.

Village officials agreed with our recommendations and indicated they planned to initiate corrective action.

Background

The Village of Palmyra (Village) is located in the Town of Palmyra in Wayne County.

The Village is governed by an elected Board of Trustees (Board) composed of a Village Mayor (Mayor) and four Trustees. The Board is responsible for the general management and control of the Village's financial affairs, including adopting the annual budget and establishing financial policies. The Mayor is the chief executive officer and is responsible for the Village's day-to-day management. The Mayor appoints a Clerk-Treasurer, who serves as the chief fiscal officer and is responsible for maintaining accounting records and providing financial reports to the Board.

Quick Facts

Population	3,400
2018-19 Water Fund Appropriations	\$503,700
Water Accounts	1,352
2018-19 Sewer Fund Appropriations	\$532,250
Sewer Accounts	1,541

Audit Period

June 1, 2017 – April 30, 2019. We extended our scope back to June 1, 2015 to analyze financial trends.

Financial Management

What Is Effective Financial Management?

A board is responsible for effectively managing a village's financial operations. The board may retain a reasonable portion of fund balance for cash flow purposes and to provide a cushion against unforeseen circumstances. An important component of financial management is planning for long-term priorities and goals. Having multiyear financial and capital plans helps the board assess alternative approaches to financial issues, such as accumulating fund balance. A fund balance policy, which provides guidance on how much fund balance will be retained, and used to fund operations, is an important component of any multiyear financial plan.

The board may also establish and fund reserves to finance the future costs of a variety of items or purposes, in compliance with specific statutory requirements. The board should also adopt realistic and structurally balanced budgets based on historical or known trends, in which recurring revenues finance recurring expenditures, to ensure it can provide vital services while keeping real property tax, and water and sewer rates as low as possible.

New York State Village Law (Village Law) requires the clerk-treasurer to account for all revenues and expenditures in accordance with the Accounting and Reporting Manual (ARM) prescribed by the Office of the State Comptroller (OSC).¹ The clerk-treasurer is also responsible for providing the board with accurate monthly financial reports, as well as an annual report which also must be filed with the OSC.² Additionally, Village Law³ requires the board to annually audit or cause to be audited the clerk-treasurer's annual financial report and supporting records, to ensure village money is accounted for properly.

Water and Sewer Fund Balances Were Excessive

The Board should improve its management of fund balance in the water and sewer funds to ensure it does not raise more funds from customers than necessary to finance operations. Over the last three fiscal years (2015-16 through 2017-18) total fund balance increased by approximately \$349,000 (28 percent) in the water fund and \$109,000 (7 percent) in the sewer fund.

At the end of 2015-16, the water fund had excessive surplus⁴ fund balance that could have funded three years of expenditures. Total fund balance increased

1 See ARM: <http://www.osc.state.ny.us/localgov/pubs/arm.pdf> and Village Law Section 4-408.

2 General Municipal Law Section 30 and Village Law Section 4-408

3 Village Law Section 4-408

4 Surplus fund balance is defined as unrestricted fund balance minus appropriated fund balance and any encumbrances included in committed and assigned fund balance. See our accounting bulletin at www.osc.state.ny.us/localgov/pubs/releases/gasb54.pdf

by \$212,337 (17 percent) in 2016-17 and \$136,838, (9.5 percent) in 2017-18 to \$1.58 million. As of May 31, 2018, surplus fund balance was 219 percent of 2019 budget appropriations (Figure 1).⁵

The sewer fund also had excessive surplus fund balance at the end of 2015-16 that could have funded over two years of expenditures. Total fund balance further increased by more than \$50,000 each year to \$1.66 million. As of May 31, 2018, surplus fund balance was 168 percent of 2019 appropriations (Figure 1).⁶

The current water and sewer rates, which went into effect in June 2010, seem to be providing more revenue than needed to fund current operations.

Figure 1: Year-End Fund Balance – Water and Sewer Funds

	Water Fund			Sewer Fund		
	2015-16	2016-17	2017-18	2015-16	2016-17	2017-18
Beginning Total Fund Balance	\$1,044,991	\$1,226,620	\$1,438,957	\$1,458,869	\$1,549,095	\$1,600,258
Add: Operating Surplus	\$181,629	\$212,337	\$136,838	\$90,226	\$51,164	\$58,211
Year-End Total Fund Balance	\$1,226,620	\$1,438,957	\$1,575,795	\$1,549,095	\$1,600,259	\$1,658,469
Less: Reserves	\$98,307	\$509,679	\$579,794	\$686,313	\$913,449	\$923,632
Less: Appropriated Fund Balance	\$0	\$7,075	\$1,588	\$67,491	\$2,038	\$1,455
Year-End Surplus Fund Balance	\$1,128,313	\$922,203	\$994,413	\$795,291	\$684,772	\$733,382
Next Year's Budget Appropriations^a	\$453,755	\$476,833	\$454,700	\$431,531	\$467,718	\$437,250
Surplus Fund Balance as a % of Next Year's Budget	249%	193%	219%	184%	146%	168%

^a We reduced budget appropriations by the amount of the improperly budgeted funding of reserves. See The Board Did Not Ensure Accounting Records and Reports Were Accurate for further explanation.

The Board funded capital reserves in both the water and sewer funds.⁷

- In 2016-17, the Clerk-Treasurer transferred \$400,000 of surplus fund balance into the water reserve and \$252,000 into the sewer reserve. The

5 It also was 256 percent of 2018 expenditures.

6 It also was 178 percent of 2018 expenditures.

7 The Clerk-Treasurer incorrectly recorded the funding of the reserves as interfund transfer expenditures.

Board had only budgeted for \$64,227 and \$100,000, respectively, and did not authorize the increased amounts by resolution.⁸

- In 2017-18, the Board budgeted to increase the water reserve by \$70,000 and the sewer reserve by \$10,000.⁹ The balances in the water and sewer reserves at the end of 2017-18 totaled approximately \$580,000 and \$924,000, respectively.
- In 2018-19, the budget included additional funding of \$49,000 for the water reserve and \$95,000 for the sewer reserve.

The Board has not developed comprehensive multiyear financial and capital plans or written policies and procedures to govern the level of fund balance and capital reserves to be maintained. Thus, the Board lacks detailed plans for the growing fund balances in its water and sewer funds. Village officials can provide better accountability for the Village's fund balances and capital reserve balances by developing fund balance and reserve policies and multiyear plans that address future operating and capital needs and any planned use of fund balance, reserves or other sources to fund them.

Village officials told us they are currently planning for a new joint waste water treatment plant that is estimated to cost \$35 million, shared among the participating municipalities.¹⁰ They anticipate they may use some of the sewer fund balance for start-up costs for this project.

Furthermore, Village officials provided documentation at our exit conference on July 22, 2019 that they made Board-approved transfers of surplus fund balance to the water (\$500,000) and sewer (\$400,000) funds in May 2019.

Fund Balance Increased Due to Unrealistic Budgets

Although the Village has not increased water or sewer rates since June 2010, the rates may be higher than necessary to fund current operations. This is demonstrated by the growing fund balances and excessive surpluses that are being held. Water and sewer fund balances grew continuously because the Board did not adopt realistic budgets. While revenue estimates were more reasonable, appropriations were annually overestimated in both funds.

As shown in Figure 2, water appropriations exceeded actual expenditures by an average of \$85,527 or 18.7 percent during the last three completed fiscal years.

⁸ The 2016-17 transfers to reserves were discussed at a February 2017 budget workshop, but minutes did not indicate any decisions or amended reserve funding amounts.

⁹ By incorrectly recording an appropriation in the transfer to capital projects account

¹⁰ Either three or four municipalities will participate. The agreements are not final.

Figure 2: Water Fund Budget to Actual Comparison

	2015-16	2016-17	2017-18	Totals
Estimated Revenues	\$504,961	\$517,982	\$539,759	\$1,562,692
Revenues	\$551,618	\$568,934	\$524,982	\$1,645,534
(Over) Underestimated Revenues	\$46,667	\$50,952	(\$14,777)	\$82,842
Percentage Underestimated	9.2%	9.8%	(2.7%)	5.3%
Appropriations^a	\$440,724	\$453,755	\$476,833	\$1,371,312
Expenditures	\$369,990	\$356,597	\$388,144	\$1,114,731
Overestimated Appropriations	\$70,734	\$97,158	\$88,689	\$256,581
Percentage Overestimated	16.0%	21.4%	18.6%	18.7%

^a Estimated revenues and appropriations do not agree because we reduced appropriations and expenditures by the amount of the improperly budgeted and recorded funding of reserves. See The Board Did Not Ensure Accounting Records and Reports Were Accurate for further explanation.

The largest variances consistently occurred in the accounts for water purification, transmission and distribution and contingency. The water purification and transmission and distribution variances occurred because the Village budgeted \$15,000 for a chlorine monitor and \$10,000 for a hydrant to be installed in each of the three years, but never completed the work. Additionally, the Village budgeted a total of \$106,094 in the contingency account over the same three years but only transferred \$16,961 to other appropriation accounts, resulting in an \$89,133 (84 percent) variance.

As shown in Figure 3, sewer fund appropriations exceeded actual expenditures by an average of \$33,573 or 7.7 percent during the last three completed fiscal years.

Figure 3: Sewer Fund Budget to Actual Comparison

	2015-16	2016-17	2017-18	Totals
Estimated Revenues	\$452,884	\$464,040	\$475,680	\$1,392,604
Revenues	\$459,464	\$478,559	\$470,491	\$1,408,514
(Over) Underestimated Revenues	\$6,580	\$14,519	(\$5,189)	\$15,910
Percentage (Over) Underestimated	1.5%	3.1%	(1.1%)	1.1%
Appropriations^a	\$410,383	\$431,531	\$467,718	\$1,309,632
Expenditures	\$369,238	\$427,395	\$412,280	\$1,208,913
Overestimated Appropriations	\$41,145	\$4,136	\$55,438	\$100,719
Percentage Overestimated	10.0%	1.0%	11.9%	7.7%

^a Estimated revenues and appropriations do not agree because we reduced appropriations and expenditures by the amount of the improperly budgeted and recorded funding of reserves. See The Board Did Not Ensure Accounting Records and Reports Were Accurate for further explanation.

The largest consistent variance resulted from the Village transferring only \$51,842 or 59 percent of its \$88,065 budgeted contingency account to other appropriations over the three-year period. Additionally, the Village had other variances spread throughout the budget.

As a result of the Board's conservative budgets, both funds had operating surpluses each of the three years and did not need to use any of the fund balance appropriated¹¹ in the 2016-17 and 2017-18 budgets, which totaled \$7,075 in the water fund and \$69,529 in the sewer fund. We project similar patterns in expenditure variances in the water and sewer funds for 2018-19, based on historical trends and the Village's operating results through February 2019. The Board's conservative budgeting practices, combined with significant fund balance levels, may place an unnecessary burden on rate payers.

The Board Did Not Ensure Accounting Records and Reports Were Accurate

The Village contracted with a financial advisor (advisor) to prepare and file (on the Clerk-Treasurer's behalf) the Village's annual financial report, referred to as the annual update document (AUD) with OSC, and assist with the budget process and any debt issuances. In reviewing the Village's budgets, AUDs and accounting records, we identified incorrect budgeting and accounting practices and related recording and reporting inaccuracies. The advisor fixed some of the inaccuracies when he filed the AUD, but allowed others to go uncorrected. Additionally, the advisor did not ensure that the Clerk-Treasurer understood, and updated the Village's accounting records based on, adjustments he made, resulting in differences between amounts recorded in the Village's records and reported on the AUD. Some examples follow:

- The Clerk-Treasurer accounted for capital reserves as separate funds throughout the year, instead of within the applicable operating funds¹² through June 30, 2018 when the Village implemented new financial software.
- Village officials used interfund transfer accounts to budget for and record the funding of capital reserves. Funding a capital reserve represents a reallocation of surplus unrestricted fund balance to restricted fund balance, within the same fund. Thus, no interfund transfer – or any other – revenues or expenditures or interfund advances should be recorded or reported.¹³

11 Appropriated fund balance as a revenue source in the budget should result in a planned operating deficit (expenditures exceeding revenues).

12 See ARM: <https://www.osc.state.ny.us/localgov/pubs/arm.pdf>, pages 85 – 87 and 105 – 106

13 See ARM: <https://www.osc.state.ny.us/localgov/pubs/arm.pdf>, pgs. 43 and 95, for budgetary entries for funding reserves.

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- The Clerk-Treasurer and advisor did not ensure that the accounting records agreed with the AUD, resulting in misleading and inaccurate annual financial reports. For example:
 - The accounting records, as of May 31, 2017, included interfund advances receivable (due from other funds) totaling \$777,809 and interfund liabilities (due to other funds) totaling \$660,023, which was out of balance by \$117,786. Some of these amounts were for internal accounting purposes to track advances between capital projects – which should not be included in the AUD. Other amounts should not have been reported because they were old – no longer outstanding – items or were posted incorrectly.
 - The AUD as of May 31, 2017 reported interfund advances totaling \$271,944. We determined the true interfund advance balances should be \$0. The reported balance included a \$252,000 transfer to the sewer reserve, which was improperly recorded as both an interfund receivable and payable (as well as interfund transfer revenue and expense) in the sewer fund. The advisor identified a similar treatment of a \$400,000 transfer to the water fund's capital reserve and appropriately eliminated that activity in the AUD.
 - Reported interfund transfer revenues and expenditures on the 2016-17 AUD were out of balance by \$41,200.
 - The Clerk-Treasurer improperly reported various operating expenditures as capital projects in the capital projects fund, which should only be used to account for the acquisition or construction of major capital facilities and equipment purchases that are or can be financed in whole or in part from the proceeds of obligations. As a result, operating fund expenditures were not properly reported in related accounts in the AUD - hindering clear tracking of departmental costs. The Clerk-Treasurer agreed that some of the projects in the capital projects fund were not true projects and told us she plans to integrate them back into the applicable operating funds.
 - When transitioning to new financial accounting software for the 2018-19 fiscal year, the Clerk-Treasurer and advisor did not ensure that all accounts and balances transferred into the new software correctly. Therefore, the capital fund starting balances in its trial balance did not balance.

These improper accounting practices and inaccurate accounting entries resulted in significant misstatements of various reported revenues, expenditures and interfund receivables in the water, sewer and general funds for the three years reviewed.¹⁴ The Clerk-Treasurer is ultimately responsible for ensuring the

¹⁴ We adjusted the reported balances for our financial analysis in figures 1, 2 and 3.

accuracy of accounting records and preparing and filing accurate financial reports, and acquiring the assistance or training needed to fulfill those duties.

Inaccurate records and reports hindered the Board's ability to monitor and maintain accountability over the Village's financial operations and protect Village assets from loss, waste or abuse.

The Board Did Not Receive Adequate Financial Reports

The Clerk-Treasurer told us that while using the previous financial software she periodically printed abbreviated budget reports¹⁵ of revenues and expenditures for the Board to review. She said she did not print individual reports for each Board member because of the size of the reports, and that the Board members preferred the abbreviated reports over the detailed reports. Beginning in June 2018, the Clerk-Treasurer was transitioning to the new financial software and did not provide a detailed financial report, with budget-to-actual activity, until January 7, 2019. Additionally, Board minutes did not indicate that she has provided the Board with monthly financial reports since then. One Board member told us that they receive the new budget to actual report occasionally but not every month. Another Board member indicated he did not routinely receive or review monthly or annual reports, and was thus unaware that the water and sewer funds had excessive surplus fund balance available for needed maintenance and repairs.

When the Board does not receive and review regular financial reports, it cannot make informed decisions or effectively oversee financial operations.

The Board Did Not Conduct an Annual Audit

The Board did not conduct or contract for the statutorily required annual audit of the Clerk-Treasurer's accounting records and annual financial report. Therefore, the Board's ability to monitor the Village's financial position and operations was severely diminished.¹⁶ If the Board had completed or contracted for the required audits, Board members would have been in a better position to identify and address the improper accounting practices and errors and inaccurate financial records and reports, as previously mentioned.

¹⁵ She printed one copy for the entire Board, but not for every month.

¹⁶ This was a finding in our last audit of the Village.

What Do We Recommend?

The Board should:

1. Reduce the amount of excess fund balance in the water and sewer funds in a manner that benefits Village residents. Such uses could include, but are not limited to:
 - Funding one-time expenditures.
 - Funding needed reserves.
 - Reducing water and sewer rates.
2. Develop and adopt a comprehensive fund balance and reserve policy that addresses the Village's budgeting practices and establishes the levels of fund balance and reserve balances to be maintained, and sets forth which reserves will be maintained, how they will be funded and when they will be used.
3. Develop and adopt comprehensive multiyear financial and capital plans to establish the goals and objectives for funding long-term operating and capital needs. These plans should be monitored and updated on an ongoing basis.
4. Adopt realistic budgets that reflect the Village's operating needs based on recent trends, contracts or other projections and which appropriately budget for the funding of reserves.
5. Provide the Clerk-Treasurer with direction, assistance and training as needed, to ensure she accurately accounts for the funding and use of reserves, interfund transfer or advance activities and capital projects.
6. Require and review detailed monthly financial reports to be fully informed on the Village's funds and updated financial status.
7. Annually audit or contract for an audit of the Clerk-Treasurer's financial records and reports.

The Clerk-Treasurer should:

8. Ensure any recordkeeping errors are corrected and transactions are reported in the proper funds.
9. Prepare and file an accurate annual financial report (AUD) with the OSC and the Board that is supported by accurate accounting reports.

Appendix A: Response From Village Officials

The Village of



August 5, 2019

Office of the State Comptroller
Division of Local Government and School Accountability
Rochester Regional Office
The Powers Building
16 West Main St. Suite 522
Rochester, NY 14614-1608

The Board of Trustees has received the audit report of examination 2019M-94 and agrees with its findings. They met on Aug. 5, 2019. A full board, the Village attorney and Clerk Treasurer were all in attendance to discuss how best to rectify the deficiencies noted in the report and address your recommendations. Please accept this correspondence as the governing board's response to the report, as well as our Corrective Action Plan (CAP) as outlined on the following pages.

The audit period was for June 2, 2017 – through April 30, 2019. The Board has discussed this CAP and voted to approve at the meeting noted above.

Recommendations:

The Board should:

1. *Reduce the amount of excess fund balance in the water and sewer funds in a manner that benefits Village residents.* As noted on page 6¹⁷ of your report, the Village resolved on May 20 to increase the water and sewer fund reserves significantly which the Board felt was warranted considering the condition of our aging water line from Canandaigua Lake and the future joint Wastewater Treatment Plant construction. The first draft of a new Reserve Policy is under review and will be put in place by December 1, 2019, or sooner whichever comes first.
2. *Develop and adopt a comprehensive fund balance and reserve policy that addresses the Village's budgeting practices and establishes the levels of fund balance and reserve balances to be maintained.* As already addressed the reserve policy is under review and the Board is planning to start working on a written, comprehensive fund balance policy directly thereafter, this should also be ready to be adopted by Dec. 1, 2019.
3. *Develop and adopt comprehensive multiyear financial and capital plan.* The Board will work with Department heads to prepare a multi-year financial and capital plan. It was the general consensus of the Board, that it is already being done yearly on a less formal basis, the conversion to a written plan should be relatively easy to put into place and update annually.
4. *Adopt realistic budgets that reflect the Village's operating needs based on recent trends.* The Board will continue to be fiscally responsible to taxpayers while staying under the tax cap which is challenging due the so many unfunded mandates the Village is forced to comply with. The Reserve Policy, the Multiyear plan and the fund balance policy will all be referenced throughout our budget process.

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17 Village officials refer to page numbers in the draft report. Page numbers have changed since the formatting of the final report.

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5. *Provide the Clerk-Treasurer with direction, assistance and training as needed* – After more than twenty five years, this past year, the Clerk Treasurer and staff have been faced with the many new challenges of a new software program. They have had to learn a whole new system of doing “business”. The board will encourage and support the staff wherever and however possible, whether it be encouraging them to seek outside education for seminars or with online training.
 6. *Require and review detailed monthly financial reports to be fully informed on the Village’s funds* – Revenue and expense statements will be emailed to Board members every month, a copy saved in the Village office and referenced in the minutes. Bank statements for all reserves are already submitted to Board members each and every month. All checking and savings accounts are submitted to the mayor for review every-time statements are reconciled, a practice that will continue.
 7. *Annually audit or contract for an audit of the Clerk-Treasurer’s financial records and reports* - This will be done annually in the fall, following submission of the Annual Update Document with the Board representative using the checklist found on the State’s website.

The Clerk-Treasurer should:

8. *Ensure any recordkeeping errors are corrected and transactions are reported in the proper funds* – The new software program will be instrumental in ensuring this is done correctly. The old software, ██████████ recognized the reserves as separate funds and when the present Clerk-Treasurer was only being trained in-house, it perpetuated that conception. The Village’s fiscal advisor corrected this fiasco yearly assuming the Clerk-Treasurer realized that. The Office of the State Comptroller and the Clerk Treasurer discussed the subject at length and the Clerk Treasurer understands where and how she “went wrong”.
9. *Prepare and file an accurate annual financial report (AUD) with the OSC and the Board that is supported by accurate accounting reports* – The Clerk-Treasurer and the Village’s fiscal advisor will continue to schedule work sessions together to ensure the AUD and reports are correct. In the past, this was done in separate locations, using email, fax and the postal service, now, it is all done in house.

The Village of Palmyra would like to commend the Auditors, although our shortcomings and deficiencies were painful to hear at times, they were very helpful in working with the Clerk-Treasurer on corrective measures and providing resources that will help us moving forward.

Sincerely,

David A. Husk
Mayor

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 Village officials and employees and reviewed Board minutes to gain an understanding of the budget process, what reports are provided to the Board throughout the year and whether the Board adopted fund balance policies and multiyear financial and capital plans and conducted an annual audit.
- We analyzed the trends in total fund balance in the water and sewer funds for the period 2015-16 through 2017-18 and compared unappropriated fund balance at year-end to the next year's budgeted appropriations.
- We reviewed the water and sewer fund operating results for the period 2015-16 through 2017-18.
- We compared the water and sewer funds' estimated revenues and appropriations in the original budget to the actual revenues and expenditures for 2015-16 through 2017-18 to determine if total estimated revenues and appropriations were realistic and to determine what line items or categories contributed the most to the budget variances.
- We analyzed the water and sewer rate trends.
- We projected the 2018-19 water and sewer fund revenues and expenditures. We compared these projections to the estimated revenues and appropriations in the original budget to determine if the trends continued.
- We compared the AUD to the Village's records and reviewed the beginning balances in the new financial software.

We conducted this performance audit in accordance with GAGAS (generally accepted government auditing standards). 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.

A written corrective action plan (CAP) that addresses the findings and recommendations in this report should be prepared and provided to our office within 90 days, pursuant to Section 35 of General Municipal Law. 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 in the Clerk-Treasurer's office.

Appendix C: Resources and Services

Regional Office Directory

www.osc.state.ny.us/localgov/regional_directory.pdf

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

www.osc.state.ny.us/localgov/costsavings/index.htm

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

www.osc.state.ny.us/localgov/fiscalmonitoring/index.htm

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

www.osc.state.ny.us/localgov/pubs/listacctg.htm#lmgm

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

www.osc.state.ny.us/localgov/planbudget/index.htm

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

www.osc.state.ny.us/localgov/pubs/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/localgov/finreporting/index.htm

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

www.osc.state.ny.us/localgov/researchpubs/index.htm

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

www.osc.state.ny.us/localgov/academy/index.htm

Contact

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