

Hoosick Falls Central School District

Financial Condition Management

DECEMBER 2019



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

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Report Highlights

Hoosick Falls Central School District

Audit Objective

Determine whether District officials effectively managed the District's financial condition.

Key Findings

- The Board authorized fiscal year-end interfund transfers totaling \$1.2 million to be used for a capital project which had not yet been approved by District voters.
- District officials overestimated appropriations from 2015-16 through 2018-19. We project appropriations were estimated more reasonably in 2019-20 but certain account lines continued to be overestimated.
- Unrestricted fund balance ranged between 5.9 and 9.8 percent of ensuing years' appropriations, exceeding the 4 percent statutory limit.

Key Recommendations

- Discontinue the practice of reducing unrestricted fund balance by making un-budgeted year-end interfund transfers.
- Develop realistic estimates of appropriations.
- Adopt a written plan to use excess fund balance to benefit District taxpayers.

District officials generally agreed with our recommendations and have initiated, or indicated they planned to initiate, corrective action.

Background

The Hoosick Falls School District (District) serves the Towns of Grafton, Hoosick, Petersburg and Pittstown in Rensselaer County and White Creek in Washington County.

The seven-member elected Board of Education (Board) is responsible for the general management and control of the District's financial and educational affairs. The Superintendent of Schools (Superintendent) is the District's chief executive officer and is responsible, along with other administrative staff, for the District's day-to-day management under the Board's direction.

Quick Facts

Employees	244
2018-19 Enrollment	1,145
2019-20 Budgeted Appropriations	\$23.3 million

Audit Period

July 1, 2015 to April 30, 2019

We extended our audit scope period forward to June 30, 2019 to review actual year-end expenditures for the 2018-19 fiscal year.

Financial Condition Management

What Is Effective Financial Condition Management?

The District's financial data must be accurate to properly manage and assess the District's financial condition. In addition, the Board is responsible for adopting realistic and structurally balanced budgets based on historical or known trends, in which recurring revenues finance recurring expenditures. In preparing the budget, District officials must estimate revenues, expenditures and the amount of fund balance that will be available at year-end, some or all of which may be used to help fund the next year's appropriations. Accurate estimates help ensure the real property tax levy is not greater than necessary.

The Board must also maintain reasonable fund balance levels. Fund balance is the difference between revenues and expenditures accumulated over time. New York State Real Property Tax Law¹ limits the amount of unrestricted fund balance a school district can retain to no more than 4 percent of the ensuing fiscal year's budget. In addition, school districts may also appropriate a portion of fund balance to help finance the next year's budget (referred to as appropriated fund balance). Sound and transparent budgeting practices provide that the Board should not routinely appropriate fund balance that will not be used.

Once a capital project is completed, the Board should adopt a resolution to close the project and distribute any unexpended balance based on the project's funding source(s). Unexpended funds originating from bonds must be transferred to the debt service fund and used for debt service payments on the related debt. Unexpended funds originating from interfund transfers or advances must be returned to the fund(s) that originally supplied the resources.

District Officials Were Not Aware of the District's True Financial Condition

The Board authorized fiscal year-end interfund transfers from the general fund to the capital projects and debt service funds for a planned capital project. The transfers were for \$240,000, \$660,000 and \$320,000 for the 2015-16 through 2017-18 fiscal years, respectively (Figure 1), totaling \$1,220,000 over the three years. The financing source for the annual transfers was the accumulated surplus fund balance in the general fund (see "Overestimated Appropriations" in the next section). Two Board members and the Business Administrator² stated transfers made to the capital projects fund were to pay capital project expenditures, while transfers made to the debt service fund were made to repay future debt issuances intended to finance the capital project.³

1 New York State Real Property Tax Law Section 1318

2 The Business Administrator was appointed effective July 1, 2018.

3 The Business Administrator told us that District officials assumed local sources used for capital improvements would not be eligible for New York State Aid. Therefore, District officials transferred surplus operating proceeds to the debt service fund to make future debt service payments.

At the time the Board authorized the year-end transfers, the capital project had not yet been approved by the District voters. Public votes to authorize the capital project did not pass in December 2014 or October 2017. The capital project was eventually authorized by District voters in March 2019 for \$22,045,820. The 2015-16 through 2017-18 year-end transfers to fund the project were not appropriate because voters had not yet authorized the project and, given that the first two referendums were voted down by the taxpayers, the Board had no assurance the project would actually get approved. Further, unbudgeted transfers to the debt service fund were made and in effect served to artificially lower the amount of unrestricted fund balance to be within legal limits (see next section). The Board should have instead established a capital reserve, after obtaining voter approval, to set money aside for future capital projects and authorized transfers to the capital reserve as part of the annual budgetary process.

Additionally, the Business Administrator, who was also appointed by the Board as the District's Purchasing Agent, improperly accounted for encumbrances during our audit period. As a result, encumbrances were overstated by \$213,786, \$153,863 and \$136,023, respectively, at the end of the 2015-16 through 2017-18 fiscal years (Figure 1). This primarily occurred because the Purchasing Agent did not close blanket purchase orders at the end of the fiscal year. For example, a blanket purchase order in the amount of \$164,500, created on July 12, 2017 for fuel oil for the 2017-18 fiscal year, had an outstanding balance of \$21,905 at year end. The Purchasing Agent properly created a new blanket purchase order for fuel oil on August 22, 2018 for the 2018-19 fiscal year, but did not close the prior year blanket purchase order until November 30, 2018. Therefore, \$21,905 was incorrectly reflected as a portion of the year-end encumbrance balance on June 30, 2018. The overstatements of encumbrances at year end resulted in understatements of the District's actual available fund balance.

The practice of overstating year-end encumbrance balances and making year-end transfers for an unauthorized capital project, as well as making unbudgeted transfers to the debt service fund (see next section), prevented District officials and taxpayers from understanding the general fund's true amount of unrestricted fund balance and financial condition. These accounting practices resulted in significant discrepancies between the District's recorded and actual financial position.

Figure 1: General Fund – Recording Discrepancies

Fiscal Year	2015-16	2016-17	2017-18
District Record			
Transfers to Capital Projects Fund	\$ -	\$150,000	\$320,000
Transfers to Debt Service Fund	\$240,000	\$510,000	\$ -
Encumbrance Balance at Year-End	\$542,703	\$445,684	\$309,864
Office of the State Comptroller Recalculated			
Transfers to Capital Projects Fund	\$ -	\$ -	\$ -
Transfers to Debt Service Fund	\$ -	\$ -	\$ -
Encumbrance Balance at Year-End	\$328,917	\$291,821	\$173,841
Difference Between District Record and OSC Recalculation			
Overstatement of Transfers to Capital Projects Fund	\$ -	\$150,000	\$320,000
Overstatement of Transfers to Debt Service Fund	\$240,000	\$510,000	\$ -
Overstatement of Encumbrances	\$213,786	\$153,863	\$136,023

Interfund Transfers, Appropriations and Appropriated Fund Balances Were Overestimated

We compared the District’s budgeted and actual revenues for the 2015-16 through 2017-18 fiscal years and found the Board generally estimated revenue sources accurately during this period. However, the Board’s budgeting practices caused the District’s fund balance, and the remaining amount of unrestricted fund balance, to be understated.

Interfund Transfers Budgeted But Not Made – The Board budgeted for interfund transfers from the debt service fund to the general fund to reduce debt service payments from the general fund. However, the Board did not use these debt service funds for debt service payments, but instead made debt payments from the general fund using current-year revenues. The budgeted interfund transfers were not actually made (\$362,983 for 2015-16, \$382,677 for 2016-17 and \$373,386 for 2017-18, totaling \$1,119,046 for the three-year period). At the end of 2017-18, the unrestricted debt service funds totaled \$2.9 million.

Overestimated Appropriations – We compared the District’s budgeted appropriations to expenditures for the 2015-16 through 2017-18 fiscal years and found the Board consistently overestimated appropriations by a three-year total of \$5,943,762 (8.5 percent). This resulted in excess surplus funds in the general fund, which enabled the District to make the year-end transfers addressed in the prior section of this report. While overestimated appropriations were spread among accounts throughout the budgets, the largest variances were for various contractual expenditures and employee benefits. For the three-year period, total contractual expenditures were overestimated by about \$1.75 million (21.6

percent) and total employee benefits were overestimated by more than \$5.1 million (30.4 percent). The most significant overestimated employee benefit was health insurance, which was overestimated by approximately \$3.4 million (32.3 percent). Figure 2 shows the annual budgeted appropriations and actual expenditures by year for these accounts.

Figure 2: Budgeted Appropriations vs. Actual Expenditures – Major Accounts

	Employee Benefits	Health Insurance ^a	Contractual
FY 2015-16			
Budgeted	\$7,416,781	\$4,592,860	\$3,177,654
Actual	\$5,653,187	\$3,460,111	\$2,489,851
% Overestimated	31.20%	32.74%	27.62%
FY 2016-17			
Budgeted	\$7,433,174	\$4,760,592	\$3,400,031
Actual	\$5,623,310	\$3,530,416	\$2,646,253
% Overestimated	32.19%	34.85%	28.48%
FY 2017-18			
Budgeted	\$7,181,304	\$4,738,312	\$3,283,629
Actual	\$5,618,851	\$3,664,064	\$2,975,853
% Overestimated	27.81%	29.32%	10.34%
a Included in Employee Benefits			

Unused Appropriated Fund Balance – The District appropriated fund balance by a total of \$5,820,376 over the 2015-16 through 2017-18 fiscal years, which should have resulted in planned operating deficits⁴ of the same amount. However, because the District overestimated appropriations in its budgets, it realized an operating surplus of \$105,418 in the 2015-16 fiscal year and \$81,904 in the 2017-18 fiscal year, despite appropriating fund balance of \$2,000,000 and \$1,820,376 to finance operations during those years, respectively. As a result, none of the appropriated fund balance was actually used during the 2015-16 and 2017-18 fiscal years.

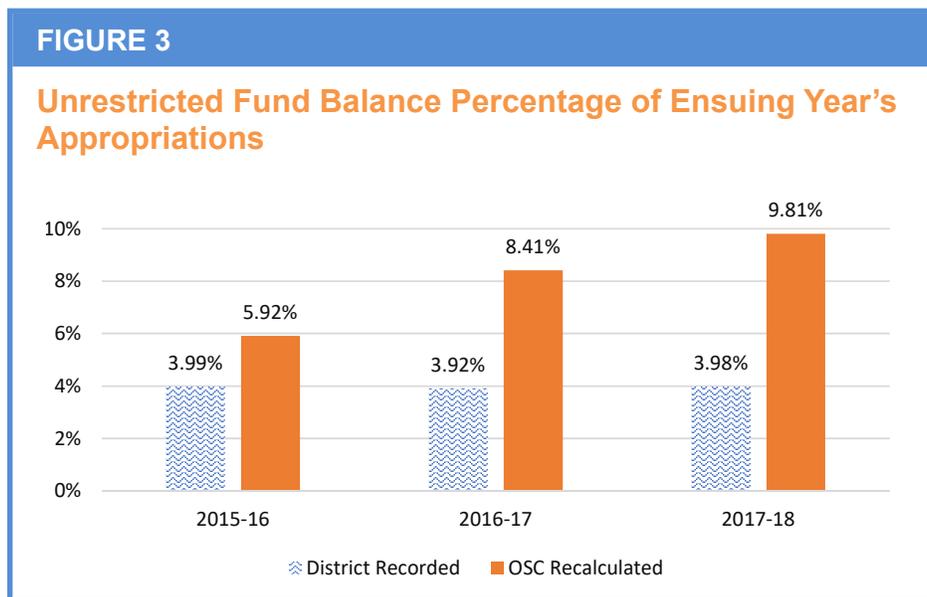
Unbudgeted Interfund Transfers – For 2016-17, the District realized an operating deficit of \$385,705 which was financed with appropriated fund balance. However, the operating deficit in 2016-17 occurred because of year-end interfund transfers totaling \$660,000 from the general fund to the capital projects and debt service funds; these transfers were not budgeted for in the adopted budget.

⁴ Planned operating deficits result when the Board purposely adopts a budget with appropriations exceeding estimated revenues, with the difference offset by the appropriation of fund balance to finance expenditures.

In combination, these practices gave the appearance that the District's unrestricted fund balance levels were within the required 4 percent limit. However, because the actual fund balance was understated, this was not the case (Figure 3).

Unrestricted Fund Balance Exceeded the Statutory Limit

The District's budgetary practices contributed to an increasing level of unrestricted fund balance in excess of the statutory limit of 4 percent (see Figure 4 in Appendix A). Furthermore, the District's tax levy increased by 2 percent in 2015-16 and by 1.1 percent in 2017-18.⁵ Had District officials been aware of the District's actual financial position, the Board could have reduced the tax levy.



We examined the District's 2018-19 and 2019-20 adopted budgets to determine whether officials are addressing the noted issues in their budgeting practices. The 2018-19 budget included a tax levy decrease of 0.15 percent and a \$171,473 decrease in total appropriations from the previous fiscal year. The 2019-20 budget included a 1.34% tax levy increase and a \$27,922 increase in total appropriations.

While the budgeted appropriations were more realistic than in recent years, we determined the Board has overestimated appropriations among accounts throughout the 2018-19 and 2019-20 budgets. For example, in 2018-19 District officials overestimated health insurance costs by \$655,342, or 16.26 percent, and we project health insurance costs to be overestimated by approximately \$300,000 in 2019-20. Additionally, total appropriated fund balance and reserve

⁵ The tax levy remained constant in 2016-17.

funds, including interfund transfers from the debt service fund, have decreased by \$112,441 and \$882,067, respectively, in the 2018-19 and 2019-20 budgets.

As a result of budgeting improvements, the District had an operating deficit of \$529,662, which resulted in a decrease of total fund balance by the same amount as of June 30, 2019. However, fund balance will continue to exceed the statutory limit unless the District realizes future planned operating deficits or the Board develops a plan to use excess fund balance in a manner more beneficial to taxpayers.

How Does Multiyear Capital Planning Improve Budgeting?

Multiyear financial planning enables District officials to identify developing revenue and expenditure trends, establish long-term priorities and goals and consider the impact of current budgeting decisions on future fiscal years. It also allows them to assess the merits of alternative approaches (such as appropriating unrestricted fund balance or establishing and using reserves) to finance District operations. Any long-term financial plan should be continually monitored and updated to provide a reliable framework for preparing budgets and to ensure information used to guide decisions is current and accurate.

District Officials Did Not Develop a Multiyear Capital Plan

In August 2013, District officials began to consider a capital project to address District-wide aging infrastructure needs as outlined in a building condition survey completed by the District's architectural and engineering firm. On March 13, 2019, the public voted to approve two separate propositions⁶ related to the capital project, with a combined maximum estimated cost of \$22,045,820. District officials estimate that the State will provide building aid at 82.4 percent of the costs, which will require a local financing share totaling \$6,554,560.⁷ District officials plan to offset the annual debt service burden to the taxpayers by using accumulated balances in the capital projects and debt service funds totaling \$4,096,423, as well as the restricted capital reserve fund balance totaling \$346,925 as of June 30, 2018.

District officials did not develop, maintain, update and review a formal multiyear capital plan in conjunction with the projects approved by District voters in March 2019. Such a plan would have been a valuable resource to help officials make more informed financial decisions. For example, establishing and funding a

⁶ The public voted against the project proposition with a maximum cost of \$17,060,442 on December 2, 2014 and the subsequent project proposition with a maximum estimated cost of \$19,755,973 on October 17, 2017.

⁷ Including projected financing costs

capital reserve⁸ could have prevented the District's accumulation of money in the capital project and debt service funds for a capital project that, at the time, was not authorized by the District voters.

What Do We Recommend?

District officials should:

1. Ensure year-end encumbrances are valid and supported.
2. Develop and adopt budgets that include realistic estimates for interfund transfers, appropriations and the amount of fund balance that will be available and used to fund operations.
3. Develop a multiyear capital plan and monitor and update the plan on an ongoing basis.

The Board should:

4. Discontinue the practice of authorizing interfund transfers after year-end to reduce unrestricted fund balance to keep it within the statutory limit.
5. Adopt a written plan to reduce the excess amount of unrestricted fund balance. Such uses include financing sources for:
 - Funding one-time expenditures,
 - Funding needed reserves,
 - Paying off debt, and
 - Reducing District property taxes.

⁸ On May 17, 2005, the District voters approved a proposition to fund a capital reserve for the purpose of paying the cost of alterations, reconstruction or construction of new buildings or additions to the District's facilities (not to exceed \$2,000,000). The funding of the reserve fund was prohibited after June 30, 2015 and any unexpended funds in the reserve fund on June 30, 2020 or thereafter will be returned to the general fund.

Appendix A: Unrestricted Fund Balance

Figure 4: Unrestricted Fund Balance at Year End

Fiscal Year	2015-16	2016-17	2017-18
District Recorded			
Total Beginning Fund Balance	\$4,727,164	\$4,832,582	\$4,446,877
Add: Operating Surplus/(Deficit)	\$105,418	(\$385,705)	\$81,904
Total Ending Fund Balance	\$4,832,582	\$4,446,877	\$4,528,781
Less: Restricted Funds	\$1,350,076	\$1,262,235	\$1,280,937
Less: Encumbrances	\$542,703	\$445,684	\$309,864
Less: Appropriated Fund Balance for the Ensuuing Year	\$2,000,000	\$1,820,376	\$2,011,020
Total Unrestricted Funds at Year-End	\$939,803	\$918,582	\$926,960
Ensuuing Year's Budgeted Appropriations	\$23,552,915	\$23,448,979	\$23,277,506
Unrestricted Funds as Percentage of Ensuuing Year's Budget	3.99%	3.92%	3.98%
Office of the State Comptroller Recalculated			
Total Beginning Fund Balance	\$4,727,164	\$5,072,582	\$5,346,877
Add: Operating Surplus/(Deficit)	\$345,418	\$274,295	\$401,904
Total Ending Fund Balance	\$5,072,582	\$5,346,877	\$5,748,781
Less: Restricted Funds	\$1,350,076	\$1,262,235	\$1,280,937
Less: Encumbrances	\$328,917	\$291,821	\$173,841
Less: Appropriated Fund Balance for the Ensuuing Year	\$2,000,000	\$1,820,376	\$2,011,020
Total Unrestricted Funds at Year-End	\$1,393,589	\$1,972,445	\$2,282,983
Ensuuing Year's Budgeted Appropriations	\$23,552,915	\$23,448,979	\$23,277,506
Actual Unrestricted Funds as Percentage of Ensuuing Year's Budget	5.92%	8.41%	9.81%

Appendix B: Response From District Officials



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Superintendent of Schools

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November 15, 2019

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Division of Local Government and School Accountability
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RE: Report of Examination 2019M-159

This letter is the response from the Hoosick Falls Central School District regarding the State Comptroller's Draft Report of Examination (2019M-159) on Financial Condition Management covering the period July 1, 2015 to April 30, 2019. On behalf of HFCSD's Board of Education and administrative team, we sincerely appreciate the hard work and professionalism exhibited by the audit members during the examination. This letter includes both the district's response to the report and the corrective action plan. The corrective action plan was reviewed by the Board of Education Audit Committee on November 6, 2019 and is anticipated to be approved by our Board of Education on November 21, 2019.

District administrators and the Board of Education have reviewed the findings and agree with the recommendations from the Report. Before the examination occurred, the District had already started to take steps to implement many of these recommendations and made a plan to use accumulated balances in the capital project and debt service fund to offset the taxpayer's portion of the capital project approved in March 2019. The Board and District will continue to improve operational practices by creating a multiyear capital plan, setting up a capital reserve, funding needed reserves, and developing reasonable estimates for appropriations. The District and Board understand the importance of balancing the burden on the taxpayers of the community while providing a strong educational program for our students. The Board takes their responsibilities seriously and welcomes these recommendations to further improve the operational practices of the District.

Corrective Action Plan:

1. The business office has already implemented a procedure starting with the 2018-2019 school year to close all blanket purchase orders at the end of the year. No amount of a blanket purchase order is carried over to the new school year. The Business Administrator reviews all remaining open purchase orders to ensure they are valid and supported before the amount is carried over to the next school year.

-
2. District administration and the Board of Education will continue to provide transparent budgets and include reasonable estimates for revenues and appropriations. The District funded multiple one time expenditures in 2018-2019 to reduce the surplus fund balance at year end. The general fund used \$529,662 of fund balance and reduced the appropriated fund balance from \$2,081,321 to \$1,129,840 during the 2018-2019 budget year. The District had identified that interfund transfers from the debt service fund to the general fund to pay debt service payments was not needed and discontinued this practice with the 2018-2019 budget. The Board understands the hardship that large increases in taxes cause for our community and strive to keep tax rates consistent and under the tax cap limit while maintaining programing for students. The accumulated balances in the capital project and debt service funds will be used to offset the taxpayer's portion of the March 2019 capital project keeping tax increases to a minimum.
 3. District administration and the Board of Education developed a capital plan for the project approved by voters in March 2019. The plan detailed the use of the accumulated balances in the capital projects and debt service funds as well as the expiring capital project reserve. The Board will establish, with voter approval, a new capital reserve. The District will use the information presented with the March 2019 capital project plan to develop a written multiyear capital plan. This plan will be adopted by the Board of Education and monitored and updated as needed. The multiyear capital plan will be used to determine when to create specific capital reserves for future needs.
 4. The Board of Education and District administration is in agreement that interfund transfers should not be made after year-end to reduce unrestricted fund balance. Interfund transfers will be part of the budget process and completed during the school year.
 5. The Board of Education participated in a retreat in the summer of 2019 focusing on fund balance, interfund transfers, reserves, and the different types of funds. With a continued emphasis on promoting and maintaining transparency, a Budget Workshop will take place each January focused on building the budget for the upcoming school year. District administration and the Board of Education will work together to come up with a written plan to continue to responsibly reduce unrestricted fund balance to the statutory limit of 4%, which as stated earlier is already underway. The District realized a \$529,662 planned fund balance reduction during the 2018-2019 school year by funding one-time expenditures and needed reserves. The 2019-2020 budget started the reduction of appropriated fund balance by reducing the amount from \$2,081,321 to \$1,129,840. The overall budget for 2019-2020 has decreased from the 2017-2018 budget by \$143,551 as the Board and District have worked together to develop more realistic estimates for appropriations and to reduce operating surpluses.

We appreciate the Office of the Comptroller's recommendations on the District's financial condition management. We continue to look for ways to maintain the quality of our educational programs and to continually improve our budget and financial processes, which allows us to be fiscally responsible to our community.

Sincerely,

Patrick J. Dailey
Superintendent of Schools

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 reviewed the District's accounting records for the general fund, capital projects fund, and debt service fund for fiscal years 2015-16 through 2017-18 to determine whether they were accurate. Specifically, we reviewed balance sheet accounts to determine whether they were properly recorded and adequately supported, and revenues and expenditures to determine whether they were adequately supported and recorded in the proper funds. We also reviewed all encumbrances recorded in the general fund at fiscal year-end 2015-16 through 2017-18 to determine whether they were for valid commitments for specific expenditures for the current year. We also recalculated the general funds' actual results of operations and fund balances at fiscal year-end 2015-16 through 2017-18.
- We reviewed the Board minutes and interviewed Board members, the Superintendent and Business Administrator to gain an understanding of the District's financial management procedures. This included inquiries regarding the District's accounting and budgeting practices and preparation of a multiyear capital plan.
- We compared the adopted general fund budgets for fiscal years 2015-16 through 2017-18 with the actual results of operations to determine whether the budgets were realistic. We also reviewed the adopted general fund budget for the 2018-19 and 2019-20 fiscal years to determine whether the budgeted revenues and appropriations were reasonable based on historical data and supporting source documents.
- We analyzed the District's general fund financial records for fiscal years 2015-16 through 2017-18 to determine whether the appropriation of fund balance resulted in planned operating deficits and a decline in fund balance. We also reviewed the appropriation of fund balance included in the 2018-19 and 2019-20 adopted budgets to determine whether the appropriation of fund balance will result in a planned operating deficit and a decline in fund balance.
- We calculated the general fund's unrestricted fund balances at fiscal year-end 2015-16, 2016-17 and 2017-18 and their percentage of the ensuing year's budgeted appropriations to determine whether the District was in compliance with Real Property Tax Law statutory limits.

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.

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.

A written corrective action plan (CAP) that addresses the findings and recommendations in this report must be prepared and provided to our office within 90 days, pursuant to Section 35 of General Municipal Law, Section 2116-1(3)(c) of New York State Education Law and Section 170.12 of the Regulations of the Commissioner of Education. To the extent practicable, implementation of the CAP must begin by the end of the next fiscal year. 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 District Clerk's office.

Appendix D: 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

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Contact

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