



6390 Main Street, Suite 200  
Williamsville, NY 14221

P 716.634.0700  
TF 800.546.7556  
F 716.634.0764  
W EFPRgroup.com

January 26, 2018


Mr. Jason DiGianni  
New York State Division of the Budget  
State Capitol, Room 129  
Albany, New York 12224

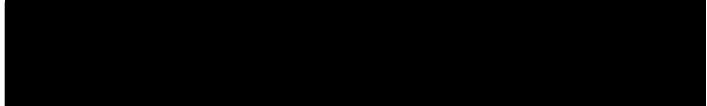
Dear Mr. DiGianni:

Enclosed are six copies and one text-searchable electronic copy in CD format of our technical proposal to provide professional services for the audit of the internal control system of the New York State Division of the Budget for the audit periods of October 1, 2017 through September 30, 2018 and October 1, 2020 through September 30, 2021.

Please call me if you have any questions regarding this proposal.

Very truly yours,

EFPR GROUP, CPAs, PLLC 



Douglas E. Zimmerman, CPA  
Partner  
Chief Operating Officer

DEZ:kms

Enclosure

NEW YORK STATE  
DIVISION OF THE BUDGET

Proposal to Provide  
Professional Services for the Audit  
of the Internal Control System

For the periods October 1, 2017  
through September 30, 2018, and  
October 1, 2020 through September 30, 2021



**RFP - INTERNAL CONTROL AUDITING SERVICES Proposal**  
**Submitted by:**

EFPR GROUP, CPAs, PLLC

Douglas E. Zimmerman, CPA  
Partner, Chief Operating Officer  
[dzimmerman@efprgroup.com](mailto:dzimmerman@efprgroup.com)

January 26, 2018

# New York State Division of the Budget

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## EXECUTIVE SUMMARY

The EFPR Group, CPAs, PLLC was founded on the principle of providing our clients with the same high quality level of service expected from a national firm yet with the dedicated involvement that can only be developed by personal attention. The primary mission of our Firm has always been helping our clients succeed. We are committed to delivering services targeted to each client's critical needs and industry niche.

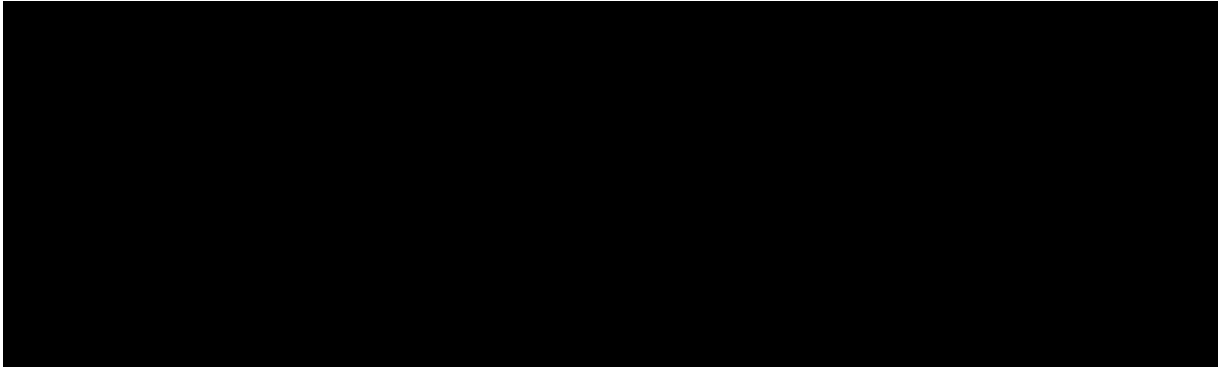
We believe we are the firm best qualified to provide accounting and auditing services as outlined in the RFP to the New York State Division of the Budget based on:

- Our previous experience (as Toski & Co., CPAs, P.C.) in performing the audit of the internal control system of the New York State Division of the Budget for the following periods:
  - October 1, 2005 through September 30, 2006
  - October 1, 2008 through September 30, 2009
  - October 1, 2011 through September 30, 2012
  - October 1, 2014 through September 30, 2015
- Our extensive experience in performing internal control audits of New York State Agencies in accordance with the New York State Governmental Accountability, Audit and Internal Control Act. We have performed the internal control audits of the following:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Our ability to assemble an engagement team with substantial experience in performing internal control audits in accordance with the New York State Governmental Accountability, Audit and Internal Control Act. All key individuals to be assigned to this engagement have prior experience in performing these audits.
- Our substantial experience with regard to performing audits of internal controls. We perform over 400 audits of internal control on an annual basis in accordance with the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States.
- Our experience with various New York State agencies, including the following:

[REDACTED]



- Our ability to provide quality services on a timely basis for reasonable fees.

In the following paragraphs, we shall demonstrate that EFPR Group, CPAs, PLLC is the firm best qualified to serve New York State Division of the Budget.

## PROJECT APPROACH

### A. PRELIMINARY WORK PLAN

Upon notice of assignment of the contract, we will begin our interim work to develop a detailed audit plan tailored to the needs of the New York State Division of the Budget (the Division). The preliminary work plan will encompass the following tasks:

1. Meet with Division personnel to conduct an entrance conference.
2. Obtain documents supporting the internal control system (e.g. operations manual, policy and procedures manuals, administrative practice manuals, etc.).
3. Review the previous internal control audit report and related detailed audit workpapers.
4. Inquire and obtain information regarding internal vulnerability assessments performed by Division units.
5. Develop a detailed audit plan tailored to the needs of the Division.
6. Meet with Division personnel to review a draft detailed audit plan.

#### 1. Meet with Division personnel to conduct an entrance conference.

We will meet with Division personnel to conduct an entrance conference to accomplish the following objectives:

- Introduce the audit engagement team members.
- Determine significant control systems the Division has identified for consideration.
- Discuss timing of upcoming fieldwork and workspace arrangements.
- Discuss Division involvement and the role of the Internal Control Officer.

#### 2. Obtain documents supporting the internal control system

Obtaining documents that support the internal control system is important in order to update our understanding of the internal control structure, the flow of information, and the policies and procedures and rules and regulations that govern the Division. Accordingly, we will obtain the following documents supporting the internal control system:

- Operations manual
- Policy and procedures manuals of control agencies
- Human Resources procedures manual
- Division policy and technical memoranda
- Integrated Budget System (IBS) documentation
- NYSTEP (New York State Electronic Personnel System)
- Budget policy and reporting manual
- Organizational chart

#### 3. Review the previous internal control audit report and related detailed audit workpapers

We will review the previous internal control audit report performed in connection with Section 953 of the New York State Governmental Accountability Audit and Internal Control Act (the Act). Additionally, we will perform a detailed review of the audit workpapers which our Firm prepared in connection with our performance of the internal control audit of the Division for the period October 1, 2014 through September 30, 2015. We will identify previous areas of significance which may receive emphasis during the current engagement.

4. Inquire and obtain information regarding internal vulnerability assessments performed by Division units.

The Division units complete a vulnerability assessment to survey the general and inherent control environment, priority lists and completion of detailed documentation (including testing) of Division transactions and a review of internal control objectives attributable to transactions. We will inquire about such internal assessments and obtain documentation that will be taken into consideration when developing the detailed audit plan.

5. Develop a detailed audit plan tailored to the needs of the Division.

The detailed audit plan will encompass all significant internal control systems and control objectives that have been identified for consideration in the internal control audit. We will identify internal accounting and administrative control procedures that are in place to accomplish the control objectives of the Division.

6. Meet with Division personnel to review a draft detailed audit plan.

We will meet with Division personnel on or about April 1, 2018 to review the detailed audit plan. The plan will be discussed in detail with Division personnel to afford the Internal Control Officer and other Division personnel the opportunity to provide their input with regard to the controls that should be the focus of our audit. The final detailed audit plan will be completed by May 7, 2018.

## **B. TECHNICAL APPROACH**

The EFPR Group, CPAs, PLLC will conduct an audit of the existing internal controls of the New York State Division of the Budget (the Division) pursuant to the requirements of the New York State Governmental Accountability, Audit and Internal Control Act (the Act). This audit will be conducted in accordance with the standards contained in Government Auditing Standards, issued by the Comptroller General of the United States. A brief summary of the audit approach to be utilized is as follows:

1. Planning.
2. Assessment of Significant Controls.
3. Testing of Significant Controls.
4. Reporting.

Our approach will focus on controls within the Division. We will focus on the Division's internal control objectives, document our understanding of these controls, and perform tests of the adequacy of the controls in place. We will determine the types of errors that could occur and the control procedures to prevent or detect such errors. This approach will also allow us to determine whether the necessary procedures are prescribed and being followed and to evaluate any weaknesses.

### **1. Planning**

The planning phase will begin with an entrance conference with the Internal Control Officer and other appropriate Division representatives and conclude with a progress conference at which the results of the planning phase will be reviewed. This phase encompasses the following tasks:

- Entrance conference
- Document our understanding of significant controls and functions
- Identification of significant functions for testing and evaluation
- Review of prior audits or studies to utilize
- Completion of detailed audit program

### Entrance Conference

We will hold a meeting with the appropriate Division personnel. A partial list of the items we would expect to cover in the meeting would be:

- Introduce the Firm's team
- Timing of work
- Familiarize the Division's project team with our audit approach
- Discuss Division staff involvement
- Identify any areas of management concern

### Document our understanding of significant controls and functions

We will review the Division's documentation of functions as presented in the following:

- Operations Manual
- Policy and procedures manuals of control agencies including the Office of the State Comptroller, Department of Civil Service, and Office of General Services.
- Administrative Practices Manual

The EFPR Group, CPAs, PLLC will obtain an understanding of the internal control of the Division. The understanding will include each of the components of the control structure such as:

- Control environment sets the tone of an organization and influences the control consciousness of its people. It is the foundation for all other components of internal control, providing discipline and structure.
- Risk assessment is the entity's identification and analysis of relevant risks to the achievement of its objectives. This forms a basis for determining how the risks should be managed.
- Control activities are the policies and procedures that help ensure that management's directives are carried out.
- Information and communication are the means to identify, capture, and exchange information in a form and time frame that enable people to carry out their responsibilities.
- Monitoring is a process that assesses the quality of internal control performance over time.

### Identification of significant functions for testing and evaluation

The following will be considered in determining the functions and transactions significant enough to be tested:

- Prior internal control audit determinations
- Review of organizational changes
- New Division responsibilities
- Review of internal controls



During the interim work period, we will identify all significant internal controls (operational and accounting) and make our preliminary determination as to which internal controls are considered relevant and are to be reviewed, evaluated, and tested to comply with the objectives of the Act. We will focus on the types of transactions and related controls that could materially affect the operations of the Division, as well as the segregation of duties and operations.

#### Review of prior audits or studies to utilize

We will determine the extent that existing work, if any, can be relied upon and utilized by:

- Assessing studies and audits that have been performed and their scope
- Reviewing workpapers of selected studies and audits
- Determining reliance to be placed on this work
- Determining additional audit work to be performed

#### Completion of detailed audit program

We will complete our review of the objectives and related controls we have identified for testing and the detailed audit programs for executing our tests for approval by the project manager. The plan will include our determination of significant internal administration and accounting controls to be reviewed, tested, and evaluated. The plan will also include an outline of the specific procedures and types of tests to be performed.

## **2. Assessment of Significant Controls**

The assessment phase will include our documentation and assessment of the Division's established procedures. This phase will include our evaluation of the general control environment and assessment of significant accounting and administrative controls.

- Document the Division's general control environment
- Unit entrance conferences
- Document and assess accounting controls
- Document and assess operations controls

#### Document the Division's general control environment

Our approach includes a thorough review of the Division's general control environment. The general control environment is not directly associated with a particular function or transaction; however, it has a significant influence on the design and execution of controls within every function or program.

The following aspects of the general control environment will be documented:

- Organizational structure
- Integrity and ethical values
- Relationship to governing bodies
- Philosophy and operating style
- Organizational structure
- Assignment of authority and responsibility
- Commitment to competence

Since this sets the tone and affects all the various units involved in the internal control audit, we will review the above factors to conclude on the adequacy of the overall framework for planning and implementing objectives and maintaining internal control throughout the Division.

### Unit entrance conferences

These meetings will include a review of the objectives and related controls that have been identified for testing. These meetings would include a discussion of any questions or concerns the Unit staff may have in relation to our approach.

### Document and assess accounting controls

For the objectives and controls identified at each Unit we will determine which to test based on our review of the risk of a material weakness. We will consider the volume of transactions, value of transactions, and the complexity of the process. Our documentation of the accounting systems and controls will be accomplished using, to the extent possible, existing manuals and documentation within the Division.

### Document and assess operational controls

The review of operational controls is critical to the engagement in that it distinguishes this audit from tests of controls performed in a standard financial statement audit. Our experience in performing Internal Control Audits has given us direct experience in meeting the requirement of auditing and reporting on internal controls under the Internal Control Act. We have previously designed a program for auditing internal controls and reporting on controls. This experience will increase our efficiency and effectiveness.

## **3. Testing of Significant Controls**

This phase consists of the actual tests of significant controls and provides evidence that controls are functioning as designed. It also includes the evaluations of exceptions and the summarization of audit results. The specific tasks are as follows:

- Design tests of internal controls
- Test significant internal controls
- Assess likelihood of a material error

### Design tests of internal controls

We will design the compliance test in the most effective and efficient manner possible. In designing the most effective tests of controls the following concerns will be considered:

- Were the expected procedures performed?
- Were they performed adequately?
- Were they performed by someone with incompatible duties?

### Test significant internal controls

Internal control tests will be used to evaluate controls routinely throughout the audit. Test of controls is used to gather evidence indicating whether a control is functioning effectively and achieving its objectives. The evidence of the information's correctness will generally be obtained by re-performance of the control.

We will use one of two methods, or a combination of these methods to test controls over transaction procedures. These methods are described as follows:

- Inquiry and observation.
- Inspection of documents, records, and reports and re-performance of certain internal control procedures.

In a stronger control environment, the inquiry and observation technique provides persuasive audit evidence as to the design and effectiveness of controls. The inquiry and observation technique will be used to test supervisory controls. In such a test, the person or persons directly performing the control will be asked to walk the auditor through all steps of the procedure. Many times the inquiry and observation may be performed during our initial documentation of the system, which results in a great time savings. Occasionally, this is the only type of test that is possible.

Inspection of documents and reports will be performed where a documented control exists. Review of documentary evidence, and discussion with the individual performing the control provides sufficient evidence as to the design and effectiveness of the control. The correctness of the information subject to the control is tested through re-performance of the control procedure, but may be tested through some other method. If re-performance of the control is necessary, a sample of items will be chosen.

#### Assess likelihood of material error

The results of our testing directly affect our assessment of the adequacy of the established internal control system. At this point in the engagement we will have concluded on the adequacy of the system design, and this final evaluation considers the evidence we will have gathered through the previous steps to determine if the established system is operating effectively.

When a control has not been applied it is referred to as a compliance deviation. The concept of what constitutes a compliance deviation in the circumstances is important and must be carefully considered for each test of a control. This area is highly judgmental; defining the deviation incorrectly can result in an incorrect conclusion on the overall system. Since the purpose of the test of a control is to gather evidence about the effectiveness of the control, all deviations are significant regardless of the dollar amount involved.

#### **4. Reporting**

The reporting phase represents the culmination of the audit process. This phase will end with the delivery of the final report and communication of opportunities to improve the system of internal control. This phase is structured as follows:

- Exit conference
- Communication of opportunities to improve the system of internal control
- Preparation of draft report
- Preparation of final report

#### Exit Conference

This meeting will focus on the review of any findings and provide an additional opportunity to clarify any issues before the draft report is issued. We will also provide management with a draft management representation letter to be provided on Division letterhead outlining management's representations made during our examination.

#### Communication of opportunities to improve the system of internal control

This phase will consist of our presentation of any observations we identified during our audit which we believe may improve the established system of internal control. Our communication will be a summary of our observations. The form of this communication, written or verbal, would be at the discretion of the Division.

### Prepare draft report

The report will be prepared in accordance with current auditing standards and will contain the following as appropriate:

1. The introductory paragraph will reference the schedule of significant control objectives defined for the review.
2. The scope paragraph will contain a statement indicating that the internal controls were reviewed in accordance with standards established by the American Institute of Certified Public Accountants (AICPA) and Generally Accepted Government Audit Standards (GAGAS). Our procedures for identifying the types of errors and irregularities that may occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and followed, and evaluating any significant weaknesses will be referenced in the scope paragraph. We will state either that all significant internal controls related to the schedule of significant control objectives were reviewed or that all such controls were reviewed except for those described. All significant internal controls related to the control objectives will be reviewed.
3. The third paragraph will state that, because of inherent limitations of any internal controls over financial reporting, errors or irregularities may occur and not be detected. In addition, the paragraph will state that projections of any evaluation of the internal control structure to future periods are subject to the risk that the internal control structure may become inadequate because of changes in conditions, or because the degree of compliance with the policies or procedures may deteriorate.
4. The fourth paragraph will state a conclusion as to whether management's assertion about the effectiveness of the entity's internal controls over financial reporting as of the specified date is fairly stated, in all material respects, based on the control criteria.

The body of the report will include the following:

- An identification of the significant internal controls determined to be relevant for the Division to achieve its objectives effectively, noting by categories those reviewed and listing any essential controls not reviewed along with the reasons for not reviewing those controls.
- A statement whether the internal controls that have been determined to be relevant to the operations of the Division are established and functioning in a manner that provides reasonable assurance that the objectives of the internal controls are accomplished, and that the study and evaluation performed included considering the types of errors and irregularities that could occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and are being followed satisfactorily, and evaluating any significant or material weaknesses.
- A statement assuring that no material matters (other than those disclosed in the report, if any) have become known which would cause the belief that the internal controls that have been determined to be relevant to the operations of the Division fail to comply with or meet the objectives of internal control. (If no material matters are disclosed in the report, this statement will not be included.)
- The report shall identify any significant weaknesses in the system of internal controls that would cause it to fail to achieve any of the Division's internal control objectives.

- A description of any significant or material weaknesses identified and our recommendations for corrective action. The description of such weaknesses will follow this specific format for reporting a finding:
  - A statement of condition (i.e., what is);
  - The criteria (i.e., what should be);
  - The effect, the cause (if known); and,
  - The recommendation for corrective action.
- Any finding will contain sufficient information for Division officials to initiate timely corrective action. Findings of limited significance will be included in the report under a caption identifying them as such. All findings will be grouped according to applicable Division unit. Non-significant or immaterial findings will be excluded from the report and may, if deemed appropriate, be identified in a separate management letter or orally.

Prepare final report

This task is the culmination of the audit. It consists of the final editing of the draft for inclusion of any Division comments and delivery of the final report.

**Organization of Personnel**

The engagement will be planned in such a way to ensure that work is efficient and structured in such a way as to avoid disrupting the day-to-day routine duties of Division staff. We understand that the Internal Control Officer has been designated as the Project Director and will be the primary contact during our fieldwork. Mr. Douglas E. Zimmerman, CPA will serve as the Engagement Partner and the contract liaison. Mr. David S. Gabel, CPA will be assigned as the Audit Manager and will be in the field on a day-to-day basis. He will attend all of the Unit meetings and will supervise all staff assigned to the engagement. We will devote the necessary resources and plan the nature, timing and extent of testwork to ensure the report deliverable deadlines are met.

The EFPR Group, CPAs, PLLC will be responsible for the overall engagement. Valles Vendiola LLP, a certified Minority and Women Owned Business Enterprise, will serve to augment the staff of the EFPR Group, CPAs, PLLC with regard to the planning, systems evaluation, and testing related to the engagement. Webber CPA, PLLC, a certified Women Owned Business Enterprise, will also serve to augment the staff of the EFPR Group, CPAs, PLLC with regard to the planning, systems evaluation, and testing related to the engagement.

**Subcontractors**

The EFPR Group, CPAs, PLLC is an equal opportunity employer and as such possesses a firm commitment to affirmative action and to hiring only the best-qualified candidates regardless of gender or ethnic origin. Our Firm does not discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex, age, disability or marital status. We attest that we will comply with New York State Executive Law 15(a) and the Division’s commitment to affirmative action by using “good faith efforts” to provide meaningful participation by Minority and Women-Owned Business Enterprises (M/WBE) subcontractors. We would like to express our commitment to assist the Division in meeting its M/WBE participation goals. The percentage of services to be assigned to the subcontractor will be at least 30% Minority and Women Owned Business Enterprise.

Valles Vendiola LLP, a certified Minority and Women Owned Business Enterprise, has expressed a willingness to serve as a subcontractor on this engagement. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Webber CPA, PLLC, a certified Women Owned Business Enterprise, headquartered in Rochester, New York, has expressed a willingness to serve as a subcontractor on this engagement.

[REDACTED]

[REDACTED]

**C. DELIVERABLES AND TIMETABLE**

The projected timetable related to performance of our services and report deliverables is as follows:

<u>Service</u>	<u>Deadline</u>
1) Interim fieldwork completed and submission of preliminary detailed audit plan	April 27, 2018
2) Final detailed audit plan	May 7, 2018
3) Field work for all internal control areas completed	September 30, 2018
4) Delivery of draft audit report	November 16, 2018
5) Delivery of final report	At an agreed-upon date

## STAFF EXPERIENCE AND QUALIFICATIONS

### Engagement Partner, Audit Manager, and Other Staff Qualifications and Experience

Achieving our present position in the profession has come as a result of being responsive to the needs of our clients. Accordingly, we will assemble an engagement team that will include audit personnel with extensive experience in performing audits of systems of internal controls in accordance with the New York State Governmental Accountability Audit and Internal Control Act. A combination of a coordinated team approach and up-to-date knowledge allows for the most efficient approach to providing comprehensive professional services. The EFPR Group, CPAs, PLLC will commit the resources necessary to ensure compliance with the terms of the contract. The partner assigned to this engagement is the same individual assigned to our audits of the internal control systems of the New York Office of the State Comptroller, New York State Executive Chamber, Unified Court System, New York State Assembly, New York State Senate and New York State Legislative Bill Drafting Commission. All individuals assigned to the engagement have substantial experience providing internal control services to governmental organizations. Please see Appendix A for detailed resumes of the Firm's key Government Audit Practice Group members. The key individuals to be assigned and their roles are as follows:

Douglas E. Zimmerman, CPA will serve as the engagement partner. Doug will provide a review of all deliverables and critical engagement decisions and will be available throughout the term of the engagement to consult and review on any auditing or accounting questions that may arise. He has supervised and prepared numerous internal control audits for many of our clients.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

MWBE Firm Staff will serve as the auditors on the engagement, assisting in performing the detailed testing during the audit fieldwork.

MWBE Participation

Our Firm would like to express its willingness to engage a subcontractor which is a certified minority and women-owned accounting firm. The percentage of services to be assigned to the subcontractor will be at least 30% Minority and Women Owned Business Enterprise.

Valles Vendiola LLP, a certified Minority and Women Owned Business Enterprise, has expressed a willingness to serve as a subcontractor on this engagement. [REDACTED]

[REDACTED]

[REDACTED]

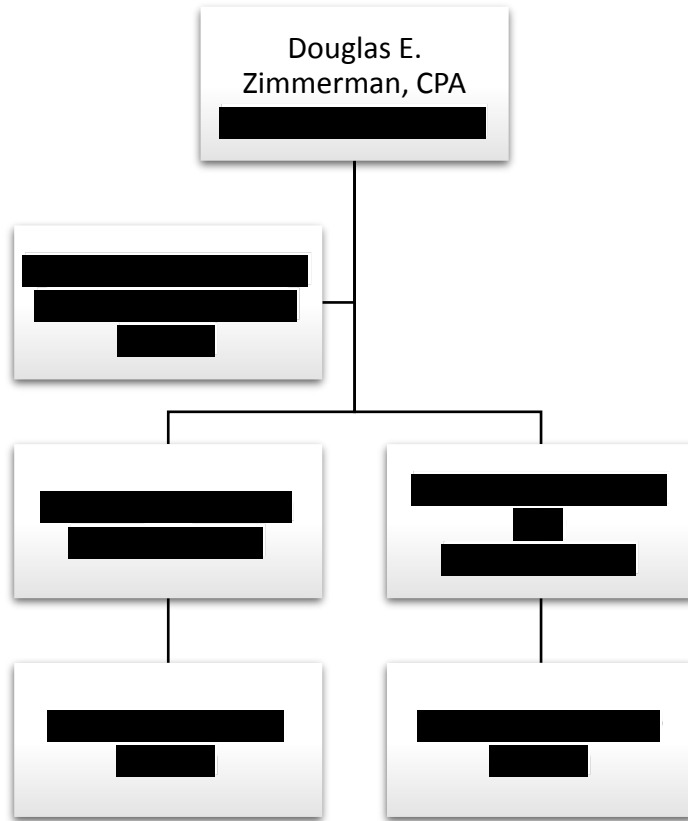
Webber CPA, PLLC, a certified Women Owned Business Enterprise, headquartered in Rochester, New York, has expressed a willingness to serve as a subcontractor on this engagement.

[REDACTED]

[REDACTED]



**Organizational Chart**



**Staff Availability**

The EFPR Group, CPAs, PLLC certifies that the staff proposed in the Technical Proposal will be available for the duration of the engagement. If a staff replacement is necessary, the replacement staff will meet the qualifications of the position, and the Division reserves the right to approve any changes in project staff.

## PROPOSER EXPERIENCE AND QUALIFICATIONS

### Summary of Technical Expertise

The EFPR Group, CPAs, PLLC provides audit, accounting and consulting services to over 175 governmental organizations located throughout New York State annually. The firm employs 200 professionals with 35 partners and directors. The Firm's Governmental Audit Practice Group consists of 40 highly trained professionals who provide audit and related services to governmental organizations on a year round basis. Our Firm has offices located in Williamsville, Rochester, Albany, and Corning, New York. Please see Appendix A for detailed resumes of the Firm's key Government Audit Practice Group members and Appendix B for a partial listing of governmental organizations which are our clients.

Our Firm has undertaken many engagements equal to or exceeding the magnitude of this project and we are confident that we can assemble a team of professionals that will respond rapidly and effectively to the needs of the engagement. We will commit the necessary resources and devote trained professionals that have substantial experience in performing audits of internal control systems to ensure successful completion of the engagement. The EFPR Group, CPAs, PLLC has performed 27 internal control audits of New York State agencies, including the Division of the Budget, in accordance with the New York State Governmental Accountability, Audit and Internal Control Act. All individuals to be assigned to this engagement will have previous experience in performing audits in accordance with the Internal Control Act.

### Direct Prior Experience

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

## Quality Assurance

### Peer Review

The EFPR Group, CPAs, PLLC retains an independent accounting firm to conduct a review of its system of quality control every three years in accordance with the rigorous standards of the American Institute of Certified Public Accountants. In May 2017, our Firm successfully completed the most recent peer review of its accounting and auditing practice. The review determined that the Firm complies with the stringent quality control standards set by the American Institute of Certified Public Accountants. Our Firm has received the highest rating possible (pass) with no letter of comments being required in each of its last nine peer reviews. According to the peer review team, less than one percent of the firms in the nation achieve this level of excellence. We believe that this attests to our commitment to quality. Peer reviews, which are performed every three years, are required of all CPA firms and are conducted in accordance with rules issued by the American Institute of Certified Public Accountants. (See Appendix C for a copy of the report issued in connection with our most recent peer review.)

### BDO Alliance USA

We are an independent member of the BDO Alliance USA, a nationwide association of independently owned local and regional accounting, consulting and service firms with similar client service goals. By supplementing our services, the BDO Alliance USA allows us to:

- Enhance our client services and broaden our capabilities overall
- Expand our domestic and international coverage
- Gain greater technical knowledge in specialty areas
- Utilize professionals with experience in a wide range of industries
- Access the most up-to-date technical information
- Participate in the latest training programs
- Utilize state-of-the-art, customized computer systems
- Provide our clients with key contacts and sophisticated professionals throughout the U.S.

The BDO Alliance USA brings us the necessary tools to help us better serve our clients with greater flexibility, efficiency and cost effectiveness.

### Government Audit Quality Center

We are also a member of the American Institute of Certified Public Accountants Government Audit Quality Control Center (GAQC). The GAQC promotes the importance of quality governmental audits and the value of such audits to purchasers of governmental audit services. As members, we have access to the latest developments in accounting, auditing, and the various rules and regulations that affect governmental audits. We also receive periodic updates on current issues through news alerts and Webcasts. We are proud of the quality of our work and in order to ensure that this high level of quality is maintained, we have established a comprehensive quality assurance program. The program starts with hiring the best people available and continues with extensive continuing education, an annual minimum of 40 hours per staff member. Our involvement in the GAQC is optional, but indicates a level of commitment above non-member Certified Public Accounting firms. Our participation requires that our firm and personnel attain additional continuing professional education on an annual basis.

### **Sample Report**

Please see Appendix E for a sample report.

## REFERENCE LETTERS

### References

Our clients are only allowed to confirm in writing the services provided by the Firm. Please see Appendix D for letters of reference regarding EFPR Group, CPAs, PLLC and an email from our client explaining what is allowed to be confirmed in the reference letter. The following individuals may be contacted to provide further references with regard to the quality of our Firm and staff's work:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

# **Appendix A**

**Detailed Resumes of Key Personnel from  
the Firm's Government Audit Practice Group**

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## Business Entity Information \*

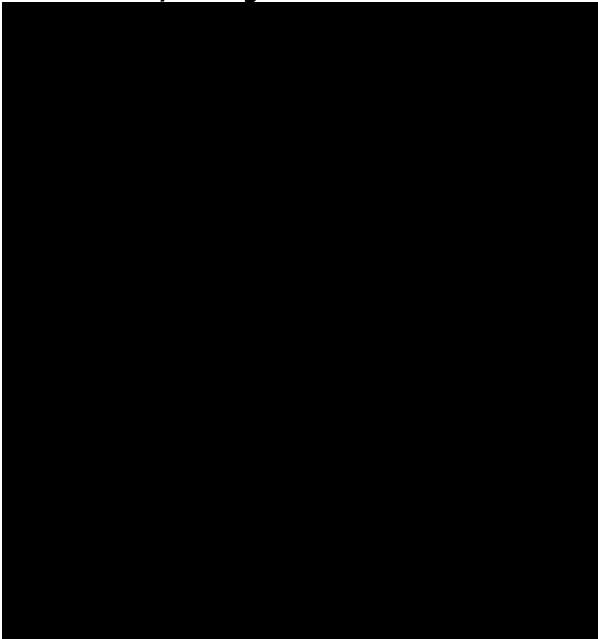
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01/26/2018

**Name :** EFPR GROUP CPAS PLLC  
**Street Address :**  
280 KENNETH DRIVE  
SUITE 100  
ROCHESTER, NY 146230000

**Business Entity :** Professional Service Limited Liability Company  
**Company ID# :** 109311  
**Initial Filing Date :** 07/07/15  
**Current Through :** 06/30/18

**Members/Managers :** Click on license number link to the left of professional's name for detailed information.



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**Douglas E. Zimmerman, CPA**  
**Partner, Chief Operating Officer**

Doug has over 31 years of public accounting experience. He currently functions as a Partner and Chief Operating Officer of the EFPR Group, CPAs, PLLC and has responsibility for providing audit, accounting and consulting services for numerous governmental organizations.

Doug received a Bachelor of Science degree in Accounting from State University of New York College at Geneseo in 1986. He was licensed in New York State as a Certified Public Accountant in 1989 and in the State of Florida in 2015.

**Professional Affiliations and Community Affiliations**

American Institute of Certified Public Accountants (AICPA)  
New York State Society of Certified Public Accountants (NYSSCPA)  
BDO Alliance USA

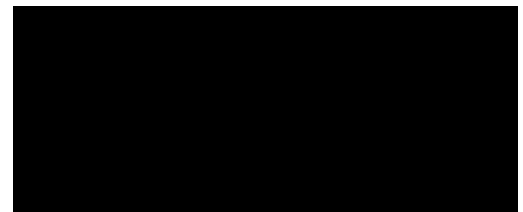


**PRACTICE AREAS**

Governmental Accounting  
Higher Education  
Nonprofit

**EDUCATION**

SUNY Geneseo – B.S., Accounting,  
1986





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## License Information \*

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01/26/2018

**Name :** ZIMMERMAN DOUGLAS EDWARD

**Address :** RUSHVILLE NY

**Profession :** CERTIFIED PUBLIC ACCOUNTANCY

**License No:** 060798

**Date of Licensure :** 03/29/1989

**Additional Qualification :** Not applicable in this profession

**Status :** REGISTERED

**Registered through last day of :** 08/20

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- Use your browser's back key to return to licensee list.
- You may [search](#) to see if there has been recent disciplinary action against this licensee.
- Note: The Board of Regents does not discipline *physicians(medicine)*, *physician assistants*, or *specialist assistants*. The status of individuals in these professions may be impacted by information provided by the NYS Department of Health. To search for the latest discipline actions against individuals in these professions, please check the New York State Department of Health's [Office of Professional Medical Conduct](#) homepage.















## **Appendix B**

### **Partial Government Client List**



PARTIAL LISTING OF GOVERNMENTAL  
ORGANIZATIONS WHICH ARE OUR CLIENTS

[REDACTED]

\* Audit conducted in compliance with the provisions of Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (formerly OMB Circular A-133).







PARTIAL LISTING OF GOVERNMENTAL  
ORGANIZATIONS WHICH ARE OUR CLIENTS

[REDACTED]

\* Audit conducted in compliance with the provisions of Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (formerly OMB Circular A-133).

# **Appendix C**

## **Peer Review Letter**

Greensburg Office

Charles A. Deluzio, CPA  
 Jeffrey P. Anzovino, CPA, MSA  
 Joseph E. Petrillo, CPA  
 Stacey A. Sanders, CPA, CSEP  
 Lisa M. Altschaffl, CPA

Pittsburgh Office

Kay L. Stonemetz, CPA, JD  
 Daniel W. Wilkins, CPA

**Report on the Firm's System of Quality Control**

To the Partners of EFPR Group, LLP  
 and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of EFPR Group, LLP (the firm) in effect for the year ended November 30, 2016. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary). The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

**Firm's Responsibility**

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

**Peer Reviewer's Responsibility**

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

**Required Selections and Considerations**

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under Single Audit Act, audits of employee benefit plans and an examination of service organizations (Service Organization Control SOC 1) engagement.

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

**Opinion**

In our opinion, the system of quality control for the accounting and auditing practice of EFPR Group, LLP in effect for the year ended November 30, 2016, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of pass, pass with deficiency(ies) or fail. EFPR Group, LLP has received a peer review rating of pass.

*Deluzio & Company LLP*

Deluzio & Company LLP  
 May 30, 2017



**CPAAI**  
 CPA ASSOCIATES INTERNATIONAL

351 Harvey Avenue, Suite A, Greensburg, PA 15601 // p - 724-838-8322 // f - 724-853-6500  
 2403 Sidney Street, Suite 275, Pittsburgh, PA 15203 // p - 412-481-1900 // f - 412-481-1923  
[www.DeluzioCPA.com](http://www.DeluzioCPA.com)

# **Appendix D**

## **Reference Letters**









# **Appendix E**

## **Sample Report**

NEW YORK STATE



Internal Control Report

August 1, 2016 through October 31, 2016

## INDEPENDENT ACCOUNTANTS' REPORT

To the Honorable Andrew M. Cuomo  
Governor  
New York State [REDACTED]

We have examined management's assertion included in its representation letter dated March 31, 2017 that the New York State [REDACTED]'s internal controls maintained during the period August 1, 2016 through October 31, 2016, are sufficient to meet the criteria for maintaining internal control as established in the "New York State Governmental Accountability, Audit and Internal Control Act." The New York State [REDACTED]'s management is responsible for maintaining internal controls. Our responsibility is to express an opinion on whether internal control is adequate to meet such criteria based on our examination. The significant objectives and relevant controls supporting management's assertion are in the accompanying Appendix A.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and Government Auditing Standards, issued by the Comptroller General of the United States and, accordingly, included obtaining an understanding of internal controls over accounting and administrative operations, testing, and examining the design and operating effectiveness of the internal controls, and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination did not constitute an audit of any financial statement prepared by the New York State [REDACTED] nor did it constitute an economy and efficiency or program audit described by Government Auditing Standards.

Because of inherent limitations in any internal control, misstatements due to errors or fraud may occur and not be detected. Also, projections of any evaluation of the internal control over administrative operations to future periods are subject to the risk that the internal control may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

We understand that the New York State [REDACTED] believes that the controls referred to in the first paragraph of this report meet the criteria for maintaining internal control as established by the "New York State Governmental Accountability, Audit and Internal Control Act." In our opinion, based on this understanding and on our examination, the New York State [REDACTED]'s internal controls maintained during the period August 1, 2016 through October 31, 2016 are sufficient, in all material respects, to meet the criteria established by the "New York State Governmental Accountability, Audit and Internal Control Act," based upon such criteria.

This report is intended for the information of the New York State [REDACTED] and should not be used for any other purpose. However, this report is a matter of public record and its distribution is not limited.

Toski & Co., CPAs, P.C.

Williamsville, New York  
March 31, 2017

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

OFFICE OF THE [REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVES

Program and State government activities are accurately and timely accumulated and reported to the [REDACTED]

The problems, requests, initiatives, and activities of State agencies, public authorities, offices, commissions, boards, task forces etc. are promptly and accurately reported to the [REDACTED]

Requests from State agencies, offices, commissions, boards, task forces, public authorities, etc. for assistance from the [REDACTED] are promptly reviewed and acted upon.

RELEVANT CONTROLS

- Significant agencies and authorities submit reports/requests for policy direction or decisions on pending issues to [REDACTED] staff. These reports include general information and updates on various activities and initiatives as well as critical issues requiring more immediate attention.
- Formal agency requests are summarized in a memorandum by program staff, and approved for action by the [REDACTED], the [REDACTED], and/or the [REDACTED]
- [REDACTED] staff responsible for assigned agencies or authorities are in frequent communication with the respective agency and authority management and staff.
- Communication among program staff, the purpose of which is to educate colleagues on various issues and bring staff up-to-date, occurs at biweekly or monthly staff meetings.
- Program staff are closely monitored by the Deputy Secretaries through daily contact. Significant items are reported to the [REDACTED], the [REDACTED] and/or the [REDACTED]
- The Governor is verbally informed of critical issues and activities requiring his attention by the [REDACTED], [REDACTED], and applicable [REDACTED] staff as reported or communicated by the agencies and authorities.



NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

OFFICE OF THE [REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVE

The [REDACTED] Message is developed accurately and delivered in a timely manner to the Legislature.

RELEVANT CONTROLS

- A schedule is prepared by the [REDACTED] outlining all due dates to assure timely preparation of the Message.
- Drafts are reviewed and approved by Senior Staff and final review and approval is made by the [REDACTED] and the Governor.
- The Governor signs two original versions of the Message and two booklets in which the Message has been printed. The booklets are delivered to the Journal Clerks of the Assembly and Senate.
- Invitations are sent to the Leaders of the Assembly and Senate requesting an opportunity to appear before them to deliver the [REDACTED] Message.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

OFFICE OF THE [REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVES

Federal legislation and regulatory activities affecting New York State are monitored timely and accurately.

The Governor and other New York State personnel are advised of relevant developments at the federal level in a timely and accurate manner.

New York State interests communicated to the members and staff of the U.S. Congress and Federal Government agencies are timely, accurate, and properly authorized.

Develop, in consultation with senior chamber and agency staff, the Governor's federal priorities and agenda in [REDACTED]

RELEVANT CONTROLS

- Assignments, prepared by Policy Staff, are reviewed and approved by the [REDACTED] of the [REDACTED] of the Governor.
- Written communications with Members of Congress and the [REDACTED]'s office in Albany, prepared by Policy Staff, are reviewed and approved by the Director.
- Policy staff's plans to initiate contact with congressional offices for the purpose of informing Congress of the State's views and attempting to influence federal legislation on the State's behalf, are discussed with the Director.
- All Policy Staff are closely monitored by the Director through frequent contact.
- Mail and publications received not addressed to specific staff are reviewed by the Director or Deputy Director and assigned to be responded to or read by designated staff.
- Publications, reports, and notices are reviewed by Policy Staff in order to remain informed on federal legislation and federal agencies' regulatory and other activities.
- Written communications (memoranda and briefings) to the Governor and [REDACTED] staff prepared by Policy Staff, the purpose of which is to document developments of policies relating to federal and national issues that impact the State, are reviewed and approved by the [REDACTED]

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

OFFICE OF THE [REDACTED]

[REDACTED], Continued

- Assignments received from the Governor and senior [REDACTED] Staff are reviewed by the Director who delegates them to the appropriate staff.
- The [REDACTED] has responsibility for overseeing the work of the [REDACTED] [REDACTED] of the Governor. The [REDACTED] is in frequent and direct communication with the [REDACTED] and staff of the [REDACTED] of the Governor and involved in the Office's communications and contact with Congressional and other federal offices.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

SIGNIFICANT OBJECTIVE

Development, acquisition, and changes to programs of significant computer applications are authorized, tested, and approved prior to being placed into production.

RELEVANT CONTROLS

- System source code is secured from users by network security and is restricted to data processing staff only. End users only have access to executable programs (compiled form) copied into authorized network directories by [REDACTED] staff.
- Unit heads, or their designees, request new systems, major system changes and data access in either writing, e-mail message, or verbally. All written requests are kept on file in [REDACTED]
- The [REDACTED] assesses the feasibility of the request and submits a written or verbal proposal to the unit head.
- [REDACTED] and staff initially test the new or developed system with test data (copies of live data for existing systems) in a test directory separate from production.
- Parallel testing is used, when appropriate, for significant new applications.
- The user unit heads and [REDACTED] verbally approve acceptance of the new systems and changes for use in production.
- Proper documentation is maintained by [REDACTED] for each system.

SIGNIFICANT OBJECTIVE

Access to significant computer system data files is appropriately restricted to authorized users and programs.

RELEVANT CONTROLS

- Network software is used to control access to all PC's within the [REDACTED]

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

- Network software limits access by login name and password.
- E-mail and (optionally) Word contain access security (password) controls as part of their systems.
- [REDACTED] performs a daily tape back-up of the [REDACTED] and [REDACTED] location systems. These tapes are locked up in a secure location.
- Computer tapes (back-ups) are labeled by “1” and “2” and are rotated off-site each weekday.
- Network passwords are selected and changed by the users and consist of a random selection of characters.
- Users are instructed to use confidential and difficult passwords and to change them periodically.
- Passwords are masked on the screen and are not printed on reports.
- An enterprise product is in place which utilizes virus scanning software to detect viruses on the network and workstations.
- User codes and passwords are suspended after a limited number of unsuccessful attempts.
- Only [REDACTED] staff have the Administrator password to administer the network security codes.
- The [REDACTED] and the [REDACTED] approve users access on the system.
- Interdepartmental access approvals are made in writing or e-mail and are on file in [REDACTED]
- Users are given a packet of security measures notifying them of proper security control procedures.
- The [REDACTED] has written data processing disaster contingency plans for significant computer systems and applications.
- Physical access to the network server is limited to prevent damage or unauthorized use.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

SIGNIFICANT OBJECTIVES

Goods or services are purchased with proper authorization and in compliance with legal requirements.

Goods or services received and related liabilities are recorded correctly as to fund, account, amount and period.

Travel taken by employees is properly authorized.

Cash disbursements for goods and services are authorized and received.

Cash disbursements are recorded correctly as to fund, account, amount and period.

RELEVANT CONTROLS

Purchase Orders

- All requests to purchase goods or services must be approved by the [REDACTED]
- Current non-personal service balances are checked against the expenditure data in the [REDACTED] to assure adequate funds are available.

Contracts

- [REDACTED] receives direction on commencing a contract for services from the [REDACTED]
- The [REDACTED] will approve the appropriateness and budgetary aspects of the contract.
- All contracts over \$50,000 (or \$200,000 for those with M/WBE or SBE firms) must be stamped with the Attorney General and State Comptroller's approval.
- For contracts greater than \$50,000 (or \$200,000 for those with M/WBE or SBE firms), either a Request for Proposal (RFP) or single/sole source justification of a selected contractor will be prepared and submitted to OSC for approval of contract award. Purchases of goods or services expected to meet or exceed \$50,000 are published in the NYS Contract Reporter.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] **Continued**

Vouchers

- Invoice, purchase order and receiver are matched in the Statewide Financial System (SFS).
- Expenditures are reviewed and approved by the [REDACTED]. Vouchers are prepared in SFS. They are approved in SFS by authorized staff after being checked for proper coding and supporting documentation.
- The Payee Listing Report generated in SFS, which lists each voucher paid, is agreed to each voucher. The payment date is written on each voucher.

General Ledger Journal

- General Ledger Journal processed in SFS, for the purpose of authorizing the transfer of expenses or to correct coding errors, are prepared by the Finance Office and are approved in SFS by authorized staff.

Travel

- Travel is approved by the traveler's supervisor.
- The [REDACTED] approves the expense report in SFS after reviewing proper completion of the expense report, appropriate reason for travel, supervisor's signature and correct coding.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

OFFICE OF [REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVE

Press releases and responses to press inquiries are accurate and properly authorized.

RELEVANT CONTROLS

- Draft press releases are reviewed and/or approved by the:
  - [REDACTED] or other supervisory personnel
  - [REDACTED] (if draft pertains to program issue)
  - [REDACTED] (if draft pertains to a Bill)
  - [REDACTED] (if draft pertains to announcing appointments)
  - [REDACTED] (if draft pertains to a Budget Bill)
- The [REDACTED] and the [REDACTED] closely monitor [REDACTED] responding to press inquiries.



NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVES

Invitations received by the Governor are tabulated, reviewed and replied to timely.

Governor events are timely scheduled and properly prepared for.

RELEVANT CONTROLS

- The [REDACTED] reviews each invitation and documents a recommendation on the [REDACTED]
- Regret letters, regret with message letters, regret with representative letters, etc., are pre-approved form letters signed by the [REDACTED]
- Invitations which the [REDACTED] cannot conclude on are sent to the appropriate staff as an [REDACTED]. The staff makes the appropriate recommendation and documents it using electronic forms.
- The [REDACTED] forms are monitored by the [REDACTED] and the [REDACTED]. The [REDACTED] reviews the open tickler file and pulls all due forms. If a response has not been received, the person whose opinion is being sought is contacted via reminder emails.
- Invitations entered into the scheduling process, and which have received all appropriate opinions, are reviewed and regretted or forwarded to the [REDACTED] for further review.
- After final review by the [REDACTED], invitations that are not added to the Governor's schedule are returned to Governor's [REDACTED] for appropriate responses - regret, regret with message, regret with surrogate, etc.

Scheduling/Briefing

- The [REDACTED] in consultation with the [REDACTED] [REDACTED] and [REDACTED] approves all schedule commitments for the Governor.
- A schedule is prepared and circulated on a daily basis by the [REDACTED] who makes changes throughout the day to the schedule.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED]  
[REDACTED] Continued

- The [REDACTED] communicates daily with the Governor and his [REDACTED] by memoranda, phone, electronically, or meeting to advise him of his upcoming events.
- After an event is placed on the long-term schedule, a briefing and/or talking points is assigned to the person(s) in the [REDACTED] most familiar with the subject matter of the event and the speechwriting team.
- The [REDACTED] prepares and coordinates briefings from the Governor's [REDACTED] with support from the [REDACTED] on local issues for the region where the event is being held.
- The event briefing informs the Governor of all logistical and substantive matters relating to the event and is delivered to the Governor by the [REDACTED]
- The talking points are prepared relative to the needs of each individual event, i.e. length, focus, etc., and are delivered to the Governor by his speechwriting team in coordination with the [REDACTED]
- Briefings are compiled and distributed daily by the [REDACTED] and relevant event staff, both electronically and in print form.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED]  
[REDACTED]

SIGNIFICANT OBJECTIVES

Constituent and policy/program correspondence received by the Governor's Office is read, reviewed, and properly sorted.

Responses made to constituent and policy/program correspondence are properly authorized and issued in a timely manner by the [REDACTED]

[REDACTED] files are properly organized and secured.

[REDACTED] files are disposed of only with proper authorization.

RELEVANT CONTROLS

- Due to security concerns, the mail is opened offsite in a secured area, then transported to the Governor's [REDACTED] ([REDACTED]) where it is date-stamped by [REDACTED] staff. Mail is then routed to and read by the individuals or agencies responsible for VIP and constituent mail.
- VIP and routine correspondence is logged through the InterTrac Correspondence Tracking System where computer records are maintained, tracking whether correspondence has been answered or whether an action has been completed on correspondence.
- Computer generated follow-up notices are sent weekly to the individual responsible for reviewing and determining the best course of action for correspondence routed to them.
- Draft responses from the Governor must be approved through the Concurrence process. Responses machine signed by the Governor must be approved by the [REDACTED]  
[REDACTED]
- Files are indexed by Correspondence Tracking number.
- The Correspondence Unit is secured each night.
- The [REDACTED] and responsible units follow procedures established and authorized by the [REDACTED]  
[REDACTED] in disposing of subject files.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

SIGNIFICANT OBJECTIVES

Program bills, included in the Governor's legislative program, are timely drafted and are properly authorized.

Departmental bills and budget bills introduced to the Legislature are properly authorized.

Departmental bills and budget bills are timely reviewed.

RELEVANT CONTROLS

- Program bills are initiated, reviewed and approved by the [REDACTED] the [REDACTED] [REDACTED] (or the relevant [REDACTED] on his or her behalf), [REDACTED] and the [REDACTED] (or the relevant budget examiner on his or her behalf), for bills with fiscal implications.
- Sign-off sheets are secured to the final form of the bill and are initialed by the [REDACTED] [REDACTED] and [REDACTED] documenting their review and approval.
- The date which the bill was delivered by the [REDACTED] to each House is maintained in a log by the [REDACTED]

Departmental Bills

- The [REDACTED] and [REDACTED] meet regularly with the [REDACTED] regarding the progress of bills.
- Sign-off sheets are secured to the final form of the bill and are initialed by the [REDACTED] the [REDACTED] and the [REDACTED] documenting their review and approval.
- The date which the bill was delivered by the [REDACTED] to each House is maintained in a log by the [REDACTED]

Budget Bills

- Sign-off sheets are secured to the final form of the bill and initialed by the [REDACTED] and the [REDACTED] documenting their review and approval.
- The date which the bill was delivered by the [REDACTED] to each house is maintained in a log by the [REDACTED]

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

SIGNIFICANT OBJECTIVES

Requests received for [REDACTED] are timely reviewed.

[REDACTED] sent by the Governor are timely, accurate and properly authorized.

RELEVANT CONTROLS

- If requested by a house, the [REDACTED] secretary receives such requests for a [REDACTED] [REDACTED] and notes the time of the receipt on the request.
- A draft message is prepared by an [REDACTED] and is reviewed and approved by the [REDACTED] [REDACTED]

SIGNIFICANT OBJECTIVES

Bills passed by the Legislature are reviewed and analyzed timely, accurately, and are properly authorized.

Responses to bills passed by the Legislature are timely, accurate, and properly authorized.

RELEVANT CONTROLS

- The [REDACTED] affixes the final due date on the bill jacket so that all parties are aware of the due date.
- A short memorandum outlining the bill is prepared for the [REDACTED] preliminary review.
- Internal notification, indicating the caption of the bill and the final date on which action must be taken, are used by the [REDACTED] to keep track of the time limitation (set by law) on each bill.
- Solicitation sheets, completed by the [REDACTED], are sent to all parties that would be affected by the bill to enable the [REDACTED] to accumulate, analyze and review all reactions to the Bill. Legislative vote tallies are summarized on the bill jacket.
- Memoranda, prepared by the [REDACTED], setting forth the purpose of the bill, summary of issues related to the bill and recommendations to the Governor (approval or disapproval), are reviewed by the [REDACTED] and [REDACTED]

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

- The Governor approves a bill by signing his name at the end of the Official Copy of the bill.
- Disapproval of the bill by the Governor is signified with a “veto” stamp on the face of the bill jacket. The vetoed bill is returned to the house of origin, along with a veto message, by midnight the day it is due.

SIGNIFICANT OBJECTIVE

Proclamations for extraordinary sessions of the Legislature are prepared timely, accurately and are properly authorized.

RELEVANT CONTROLS

- Proclamations are prepared, edited and reviewed by the Counsel’s Office. The Governor submits the Proclamation to the Legislatures which lists the legislation to be submitted by the Governor for consideration at the extraordinary session. Proclamations are signed by the Governor and Secretary to the Governor.

SIGNIFICANT OBJECTIVES

Applications for rendition or extradition are reviewed for legal sufficiency and are properly supported and authorized.

Fugitives are returned timely to or sent from New York to face criminal proceedings.

RELEVANT CONTROLS

- The extradition/rendition applications are received from requesting states and local governments by the [REDACTED] [REDACTED] staff record on a control card the last date on which the extradition/rendition application can be completed.
- [REDACTED] staff monitor timely completion of extraditions/renditions process for completion by the date recorded on the control card.
- A [REDACTED] in consultation with a [REDACTED] reviews the extradition/rendition applications and supporting items for completeness and legal sufficiency, and submits the packet to the [REDACTED] designee.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

- The [REDACTED] designee reviews the packet for legal sufficiency and recommends to either approve or disapprove the application.
- [REDACTED] authorizes the affixing of the Governor's machine signature for approved applications.
- After the official rendition or extradition applications are acted on, the [REDACTED] at [REDACTED] receives notice of disposition of the matter and closes the case. The extradition cases are filed with the Department of State and the rendition cases are filed at [REDACTED]

SIGNIFICANT OBJECTIVES

Applications for clemency are reviewed in compliance with the Governor's clemency guidelines.

Recommendations for clemency are properly supported and authorized.

RELEVANT CONTROLS

Initial Review of All Applications

- Governor's [REDACTED] and the [REDACTED] review pending clemency applications.
- A memorandum prepared by the [REDACTED] summarizing each case is included in each [REDACTED] case file, with supporting [REDACTED] records.

Second Level Review

- The [REDACTED] in charge of clemencies review each case and make a recommendation to the [REDACTED] for cases warranting further review.
- The recommendation (disapproval or process further) is reviewed by the Counsel who approves or disapproves each case for further review.

NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

Final Review

- The [REDACTED] summarize and present the information in each case to Counsel and [REDACTED] leadership selected by the Counsel and a vote is taken (approval or disapproval).
- The Governor, based on discussions with the Counsel, decides whether or not to grant the clemency.
- Successful applicants receive a certificate which is signed by the Governor and affixed with the Great Seal of the State of New York by the Secretary of State.

SIGNIFICANT OBJECTIVE

Executive orders are prepared accurately and with proper authorization.

RELEVANT CONTROLS

- All Executive Orders are approved by the Governor and [REDACTED]
- A draft Executive Order is prepared and is reviewed by [REDACTED] and a final draft is reviewed for approval by the [REDACTED] and [REDACTED]
- The Governor and [REDACTED] sign the Executive Order, the [REDACTED] date-stamps the Executive Order, and the [REDACTED] files the Executive Order by numerical sequence.

SIGNIFICANT OBJECTIVES

Candidates for appointment to State and Judicial office positions are evaluated and interviewed and appointment decisions are properly approved.

The documentation of appointments is properly secured.



NEW YORK STATE [REDACTED] SIGNIFICANT OBJECTIVES AND  
RELEVANT INTERNAL ACCOUNTING AND ADMINISTRATIVE CONTROLS

[REDACTED] Continued

RELEVANT CONTROLS

- [REDACTED] investigations are required for candidates for all major positions, including (1) appointments to boards, commissions, and other government entities which are made or approved by the Governor (Governor Direct); (2) nominations for appointments to boards, commissions, and other government entities which require confirmation by the Senate; (3) nominations and designations for judicial office; (4) all [REDACTED] employees; and (5) staff positions in agencies, and other executive branch entities on a case-by-case basis.
- Files which contain APO forms, resumes, financial disclosure forms and [REDACTED] investigations are filed in secured filing cabinets in the [REDACTED] with access limited to the [REDACTED] [REDACTED]
- Binders and memoranda concerning judicial nominations or designations are filed in secured filing cabinets in the [REDACTED] with access limited to certain [REDACTED] office staff.