

Town/Village of Harrison, New York  
Report to Those Charged with Governance  
December 31, 2019

May 27, 2020

Prepared by

Robert A. Daniele, CPA

Partner

[rdaniele@pkfod.com](mailto:rdaniele@pkfod.com)



**KNOW  
GREATER  
VALUE**

May 27, 2020

The Honorable Supervisor/Mayor and the  
Town/Village Board  
Town/Village of Harrison, New York  
1 Heineman Place  
Harrison, New York 10528

We have audited the financial statements of Town/Village of Harrison, New York as of and for the year ended December 31, 2019 and have issued our report thereon dated May 27, 2020. Professional standards require us to communicate with you regarding audit matters that are, in our professional judgment, significant and relevant to those charged with governance ("TCWG") in overseeing the financial reporting process. This communication is intended to provide you with these required communications as well as other findings and information regarding our audit.

We are pleased to be of service to you and the Town/Village of Harrison, New York and appreciate the opportunity to present our audit findings to you. We are also pleased to discuss other matters which may be of interest to you and to answer any questions you may have.

This information is intended solely for the information and use of TCWG and management of the Town/Village of Harrison, New York and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

*PKF O'Connor Davies, LLP*  
**PKF O'Connor Davies, LLP**

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## Status of the Audit

### Audit of Financial Statements

- Audit fieldwork is complete.
- The financial statements have been drafted and reviewed by management.
- We have issued an unmodified report on the financial statements.

## Required Communications and Other Matters

Required Item	Comments
<b>Auditor's responsibility under professional standards and planned scope and timing of the audit</b>	<p>We have communicated such information in our engagement letter to you dated November 26, 2018. Generally, these responsibilities include:</p> <ul style="list-style-type: none"> <li>• Forming and expressing an opinion on the financial statements.</li> <li>• Obtaining reasonable assurance that the financial statements are free of material misstatements, whether caused by error or fraud.</li> <li>• Accumulating and communicating uncorrected misstatements to Those Charged with Governance ("TCWG").</li> <li>• Maintaining professional skepticism.</li> <li>• Communicating audit related matters that are, in our professional judgment, significant to TCWG.</li> </ul>
<b>Supplementary information accompanying the financial statements</b>	<p>Our responsibility for the supplementary information accompanying the financial statements is to evaluate the presentation of the supplementary information in relation to the financial statements as a whole and to report on whether the supplementary information is fairly stated, in all material respects, in relation to the financial statements as a whole.</p> <p>With respect to such supplementary information, we made certain inquiries of members of management and evaluated the form, content and methods of preparing the information to determine that the information complies with US GAAP, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.</p>

Required Item	Comments
<b>Other information in documents containing audited financial statements</b>	<p>Our responsibility as auditors for other information in documents containing the audited financial statements does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to determine that such other information is properly stated.</p>
<b>Responsibilities of management and TCWG</b>	<p>Management's responsibilities include:</p> <ul style="list-style-type: none"> <li>• The fair presentation of the financial statements, including the selection of appropriate accounting policies.</li> <li>• Establishing and maintaining effective internal control.</li> <li>• Complying with laws, regulations, grants and contracts.</li> <li>• Providing the auditors with all financial records and related information and a signed representation letter.</li> </ul> <p>TCWG are responsible for communicating with the auditors and overseeing the financial reporting process.</p> <p>Both management and TCWG are responsible for:</p> <ul style="list-style-type: none"> <li>• Setting the proper tone at the top.</li> <li>• Designing and implementing policies and controls to prevent and detect fraud.</li> </ul>
<b>Qualitative aspects of accounting practices - <i>Accounting Policies</i></b>	<p>The significant accounting policies are described in Note 1 to the financial statements. There have been no initial selections of accounting policies and no changes in significant accounting policies or their application other than the adoption of GASB Statement No 84 "<i>Fiduciary Activities</i>", during the reporting period that had a significant impact on the financial statements.</p> <p>The accounting policies of the Entity conform to U.S. generally accepted accounting principles as applicable to state and local governments. The Entity's reports are based on all applicable GASB pronouncements.</p>
<b>Qualitative aspects of accounting practices – <i>Significant Unusual Transactions</i></b>	<p>No matters have come to our attention that would require us to inform you about the methods used to account for significant unusual transactions.</p>

Required Item	Comments
<b>Qualitative aspects of accounting practices - <i>Accounting Estimates and Management's Judgment</i></b>	<p>Accounting estimates made by management are an integral part of the financial statements and are based on management's knowledge and experience about past and current events and assumptions about future events. Actual results could differ from those estimates.</p> <p>Certain accounting estimates are particularly sensitive because of their significance to financial statements and their susceptibility to change. The most sensitive estimates affecting the financial statements are:</p> <ul style="list-style-type: none"> <li>• Actuarial assumptions related to the Other Post Employment Benefit Obligations ("OPEB")</li> <li>• Actuarial assumptions and proportionate share calculations related to pension obligations</li> <li>• Asset lives for depreciable capital assets</li> <li>• Estimates of certain receivable balances and allowances for uncollectible amounts</li> <li>• Estimates for certain operating and long-term liabilities</li> </ul> <p>Management believes that the estimates used and assumptions made are adequate based on the information currently available. We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements as a whole.</p>
<b>Qualitative aspects of accounting practices - <i>Financial Statement Disclosures</i></b>	<p>Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements are:</p> <ul style="list-style-type: none"> <li>• Other post-employment benefit obligations payable</li> <li>• Pension plan information</li> <li>• Outstanding bonded indebtedness</li> <li>• Fund balances</li> </ul> <p>The financial statement disclosures are consistent and clear.</p>
<b>Difficulties encountered in performing the audit</b>	<p>We encountered no significant difficulties in dealing with management relating to the performance of our audit.</p>

Required Item	Comments
<b>Corrected and uncorrected misstatements</b>	<p>Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management.</p> <p>We are required to communicate to you misstatements that remain uncorrected, including any related to prior periods, and the effect, if any, that they may have on the opinion in our report, and request their correction. There are no such financial statement misstatements.</p> <p>In addition, corrected misstatements that were brought to the attention of management as a result of our audit procedures are also included in Appendix 2.</p>
<b>Disagreements with management</b>	<p>For purposes of this communication, a disagreement with management is a matter, whether or not resolved to our satisfaction, concerning financial accounting, reporting, or auditing, which could be significant to the financial statements or the auditors' report. No such disagreements arose during the course of the audit.</p>
<b>Management representations</b>	<p>We have requested certain representations from management that are included in the management representation letter (see Appendix 2).</p>
<b>Management's consultations with other accountants</b>	<p>In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no such consultations with other accountants.</p>
<b>Auditor independence</b>	<p>We affirm that PKF O'Connor Davies, LLP is independent with respect to the Entity in accordance with relevant professional standards.</p>
<b>Significant issues discussed with management prior to retention</b>	<p>We generally discuss with management a variety of matters, including the application of accounting principles and auditing standards, business conditions affecting the Entity and business plans and strategies that may affect the risks of material misstatement. None of the matters discussed and our responses thereto were a condition to our retention as auditors.</p>



## Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Town/Village of Harrison, New York (the "Entity") internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. Accordingly, we express no such opinion.

Professional standards require that we communicate to you, in writing, all significant deficiencies and/or material weaknesses in internal control that we identify in performing our audit. For this purpose, deficiencies in internal control are categorized as follows:

- A **deficiency in internal control** exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis.
- A **material weakness** is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis.
- A **significant deficiency** is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses and, therefore, there can be no assurance that all such deficiencies have been identified.

We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

However, we share for your consideration on the following pages other observations about the internal control and operations.

This communication is intended solely for the information and use of management and others charged with governance and is not intended to be and should not be used by anyone other than these specified parties. We will be pleased to discuss these communications and comments in further detail at your convenience, or to assist you in implementing the recommendations.

*PKF O'Connor Davies, LLP*  
Harrison, New York  
May 27, 2020

## Town/Village of Harrison, New York

### Control Deficiencies

- **Special Purpose Fund**

#### Inactive Accounts

The Special Purpose Fund is used to account for assets held by the Town/Village in accordance with a trust agreement. Our audit disclosed that four trust accounts, entitled "Recreation Downtown Seniors", "Trees for Harrison", "Klingentein Park", and "Veterans Honor Roll" have remained financially inactive, except for interest earnings, for the entire year.

#### ***Recommendation***

We suggest that the Town/Village analyze the balances and review the purpose of these bequests so that a determination may be made as to the proper disposition of the funds. Should it be determined that these amounts are no longer required to be held in trust, a Board resolution should be approved transferring these funds to the appropriate operating fund.

- **Special Districts Fund - Water District No. 2**

During our audit of the Water District No. 2, we noted that the Westchester Joint Water Works ("WJWW") is now a full year behind on payments to the Town/Village of approximately \$1.03 million.

#### ***Recommendation***

We recommend that Town/Village determine the delay in payment. Such delays in payments can have a negative impact on cash flows.

- **Special Districts Fund - Fire Protection District Fund No. 5**

Deficits place a financial burden upon a municipal entity. They are created either by revenue shortfalls or expenditures in excess of budgetary provisions. The effects of an increasing deficit are varied but their greatest impact will generally be felt on cash flow. The larger the amounts involved, the greater the problems. Revenue enhancements, financial controls and operational changes must be instituted to cure the deficit. The financial statements of the Town/Village reflect an unassigned deficit of \$1,418 in the Fire Protection District Fund No. 5 at December 31, 2019.

#### ***Recommendation***

We suggest that the Town/Village continue to monitor its operations to ensure that this deficit is reduced or eliminated.

## Town/Village of Harrison, New York

### Control Deficiencies

- **Capital Assets**

Capital Assets (net of accumulated depreciation) amount to in excess of \$110.5 million in the government-wide Statement of Net Position. In order to reconcile, record and depreciate the Town/Village's capital assets, a system needs to be in place in which capital asset transactions are properly recorded on a timely basis and summarized, including additions, deletions and transfers from construction in progress. The current year additions are a vital component of the GASB Statement No. 34 Statement of Net Position. During our audit, we noted that the Town/Village did maintain a detailed schedule of the balances in capital assets, however we felt that it should be reviewed on a periodic bases and include internal/external inspections to verify existence. Additionally, all capital assets should be evaluated for impairment as a result of significant and unexpected decline in service utility. It has been some time since the Town/Village has had a full appraisal of its capital assets.

#### ***Recommendation***

We recommend the Town/Village maintain the capital asset records and continue to reconcile these records to the general ledger on a timely basis, at least quarterly, to ensure the accurate accounting for capital assets. The accounting procedures should include the additions and disposals of property, plant and equipment documented by general ledger account code charged and tag numbers pertaining to location, if possible. Complete information for all capital assets provides excellent control for the safeguarding of these assets, which are material to the Town/Village's financial statements. The assessment and evaluation now can be made regarding the reliability of certain capital assets, the need for replacements as well as insurance coverage. We would also recommend that a full appraisal of the Town/Village's capital assets be performed, and this process could be performed internally over a period of time or externally.

## Town/Village of Harrison, New York

### Other Matters

- **General Fund - Town**

#### *Outstanding Deposit Accounts*

Our audit disclosed that there are two deposit accounts in the General Fund listed below, which have deposits greater than one year old.

▪ Storm Water Inspect Fees	\$631,192
▪ Performance/Surety Bond/In Lieu	434,446

#### ***Recommendation***

We recommend that a thorough review of all deposits recorded on the books and records be undertaken in order to obtain their current status. We have been advised that residents must perform certain tasks before these funds will be returned.

- **Cybersecurity Best Practices**

The Government Finance Officers Association ("GFOA") recently published an article entitled "*A Byte of Prevention: Best Practices in Cybersecurity*" to help guide local municipalities in implementing simple, inexpensive and effective strategies that address people, processes and technology to protect organizations from potentially costly and damaging cybersecurity threats. As stewards of sensitive public data, municipal officials and finance officers must understand the significance of this threat, including the large costs governments face in recovering lost data, restoring public trust and recovering from a breach. Most of these ten "best practices" recommendations address the weakest link in cybersecurity – the human factor.

1. Employee Awareness – Train employees to:
  - Be suspicious of emails asking to change a username or password
  - Double check the sender's email address before opening attachments or links
  - Periodically check the website [www.haveibeenpwned.com](http://www.haveibeenpwned.com) to see if their e-mail addresses and passwords have been exposed. If so, employees should report the breach and change passwords for the accounts listed
  - Follow the government's compliance processes when vendors request changes to payment and bank account information (e.g., accounts payable) and staff members (e.g., direct deposit). These are often "out-of-band" (i.e., not done by e-mail) and are therefore vulnerable
2. Patch Digital Devices – Software patches typically include security updates and fixes for vulnerabilities
  - Ensure that all devices (computers, laptops and smart devices) are updated
  - Do not allow personal devices on government networks

## Town/Village of Harrison, New York

### Other Matters

3. Anti-Virus Software
  - Install anti-virus software on all devices and run a full scan at least monthly
  - Update anti-virus software regularly
  - Scan mobile devices before they connect to the network
4. Virtual Private Network (VPN) – Encrypts data and sends it through an established tunnel that can only be accessed from an encrypted key at both ends
  - Give all remote workers VPN access.
  - Don't use unsecured public wireless networks if you can help it. If you can't, use VPN, which can be set up by your IT administrators or outsourced to third parties
5. Password Security
  - Develop a policy for strong passwords (i.e. one capital letter, a number, a symbol and a minimum length)
  - Require changing of passwords at set intervals (i.e. monthly/quarterly)
  - Train employees about safe social media practices
6. Administrative Access Controls
  - Implement multi-factor authentication for all administrator accounts (network as well as cloud)
  - Limit the number of administrator (or even super user) accounts as much as possible
7. Physical Security
  - Activate time-out functions so the session logs out after a certain amount of inactive time
  - Activate biometric security (finger print readers/facial recognition software) where feasible
  - Actively manage laptops and smart devices so the information can be erased if device is lost or stolen
  - Use anti-theft software on mobile devices.
8. Back-Up and Disaster Recovery – Preferably at offsite locations separate from your operating network
  - Develop back-up and disaster recovery procedures
  - Ensure that all sensitive data are encrypted.
9. Policies and Procedures
  - Develop policies and procedures that address the use of technology and safe handling of data
  - Procedures should include 1) what staff members are expected to do as “first responders”, 2) what the “incident response team” members should do and 3) the communications your public information office should make
  - Conduct regular exercises to prepare for responding to cyber threats, which should be part of regular disaster recovery training
10. Consider Cyber Insurance – Generally covers costs associated with hardware replacement, professional services, protecting third parties and cyber ransom
  - Check with your insurance provider about cyber insurance offerings
  - Consider a cyber-security risk assessment (which PKF O'Connor Davies specialists can assist you with)

The full article can be found at <https://www.gfoa.org/byte-prevention-best-practices-cybersecurity>

## On the Horizon

### **GASB Statement No. 87 – Leases**

Potentially pervasive changes are coming to lease accounting. Under the provisions of GASB Statement No. 87, nearly every lease will be considered a capital lease. While local governments and school districts would most likely be lessees in these kinds of transactions, some might also be involved in transactions where they are the lessor of these assets.

Under this standard, lessees will now be required to recognize in their entity-wide Statement of Net Position a lease liability and an intangible right-to-use lease asset when the lease begins. The intangible asset will be similar to other capital assets by requiring amortization over the life of the lease term, similar to depreciation of tangible capital assets. Also similar to other capital assets, leases will need to be assessed for impairment.

Lessors will do the opposite. Lessors will recognize a lease receivable and a deferred inflow of resources at the start of a lease. The receivable will be reduced and revenue recognized as lease payments are received each year. The lessor will continue to report the capital asset on its own Statement of Net Position.

Governments should review this standard early to anticipate what changes might need to be made to policies, accounting procedures, laws and regulations. The provisions of this Statement are **effective for fiscal years beginning after December 15, 2019 (i.e., the Town/Village's financial statements for the year ended December, 2020).** Given the recent COVID 19 Pandemic, the provisions of this Statement have been delayed one year (December 31, 2021).

### **Changes to Government Auditing Standards**

The U.S. Government Accountability Office, in July 2018, issued its 2018 revision to Government Auditing Standards (i.e. "Yellow Book"). These changes will be the first changes since 2011 and are designed to ensure the standards continue to meet the needs of the federal, state and local government communities and the public these bodies serve. The following significant new audit requirement was added to the 2018 revision:

As part of an audit under Government Auditing Standards, if auditors become aware of waste or abuse that could be quantitatively or qualitatively material to the financial statements, auditors should perform additional audit procedures to ascertain the potential effect on the financial statements.

Included in the application guidance are these definitions:

**Waste** is the act of using or expending resources carelessly, extravagantly, or to no purpose. Waste involves the taxpayers not receiving reasonable value for money in connection with any government-funded activities because of an inappropriate act or omission by parties with control over or access to government resources. Importantly, waste can include activities that do not include abuse and does not necessarily involve a violation of law. Rather, waste relates primarily to mismanagement, inappropriate actions, and inadequate oversight.

**Abuse** is behavior that is deficient or improper when compared with behavior that a prudent person would consider reasonable and necessary business practice given the facts and circumstances, but excludes fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements. Abuse also includes misuse of authority or position for personal financial interests or those of an immediate or close family member or business associate. Because the determination of abuse is subjective, auditors are not required to perform procedures to detect abuse in financial audits. Auditors may discover that abuse is indicative of fraud or noncompliance with provisions of laws, regulations, contracts, and grant agreements.

**The 2018 revision of Government Auditing Standards is effective for financial audits for periods ending on or after June 30, 2020. Early implementation is not permitted.**

## Appendix 1

### Management Representation Letter





**TOWN OF HARRISON  
VILLAGE OF HARRISON**  
ALFRED F. SULLA, JR. MUNICIPAL BUILDING  
1 HEINEMAN PLACE  
HARRISON, NEW YORK 10528



Telephone: (914) 670-3000

May 27, 2020

PKF O'Connor Davies, LLP  
500 Mamaroneck Avenue Suite 301  
Harrison, New York 10528

This representation letter is provided in connection with your audit of the financial statements of Town/Village of Harrison, New York, which comprise the respective financial position of the governmental activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information as of December 31, 2019, and the respective changes in financial position and, where applicable, cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing opinions as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, (having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves) as of the date of this letter, the following representations made to you during your audit.

### **Our Responsibilities**

- 1) We acknowledge that we have fulfilled our responsibilities for:
  - a) The preparation and fair presentation of the financial statements in accordance with US GAAP and include all properly classified funds and other financial information of the primary government and all component units required by generally accepted accounting principles to be included in the financial reporting entity.
  - b) The design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; and
  - c) The design, implementation, and maintenance of internal control to prevent and detect fraud.
- 2) We understand that the term "fraud" refers to intentional acts by one or more individuals among management, those charged with governance, employees, or third parties, involving the use of deception that results in a misstatement in financial statements. Two types of intentional misstatements are relevant to your audit – misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets. Fraudulent financial reporting involves intentional misstatements, including omissions of amounts or disclosures in financial statements to deceive financial statement users. Misappropriation of assets involves the theft of an entity's assets.

- 3) We are further responsible for reviewing, accepting and processing the standard, adjusting, or correcting journal entries that you proposed during the course of your engagement. We confirm that we designated a suitably qualified individual who understands the nature and impact of the proposed entries to the financial statements, and we accept responsibility for the proposed entries that we authorized and processed.
- 4) We acknowledge our responsibility for presenting the combining and individual fund financial statements and schedules in accordance with US GAAP, and we believe the combining and individual fund financial statements and schedules and the schedule of expenditures of federal awards, including its form and content, is fairly presented in accordance with US GAAP. The methods of measurement and presentation of the combining and individual fund financial statements and schedules have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.
- 5) The financial statements referred to above are fairly presented in conformity with US GAAP and include all disclosures necessary for such fair presentation. In that connection, we specifically confirm that:
  - a) The Town/Village's accounting policies, and the practices and methods followed in applying them, are appropriate and are as disclosed in the financial statements.
  - b) There have been no changes during the period audited in the Town/Village's accounting policies and practices.
  - c) All material transactions have been recorded in the accounting records and are reflected in the financial statements and the schedule of expenditures of federal award.
- 6) Significant assumptions we used in making accounting estimates are reasonable.
- 7) The following, where they exist, have been appropriately disclosed to you and accounted for and/or disclosed in the financial statements in accordance with the requirements of US GAAP:
  - a) The identity of all related parties and related party relationships and transactions including revenues, expenditures/expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties.
  - b) Guarantees, whether written or oral, under which the Town/Village is contingently liable, if any.
  - c) The effects of all known actual, possible, pending or threatened litigation, claims, and assessments.
  - d) The identity of the Town/Village's related parties and all the related party relationships and transactions of which we are aware.
- 8) We have evaluated events subsequent to the date of the financial statements through the date of this letter, and except for the COVID-19 Pandemic which has been disclosed in the financial statements, no other events have occurred which would require adjustment or disclosure in the financial statements. No events, including instances of noncompliance, have occurred subsequent to the balance sheet date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements.
- 9) We are in agreement with the adjusting journal entries you have prepared and they have been posted to the Town/Village accounts.

#### **Information Provided**

- 10) We have provided you with:
  - a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.

- b) Communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices, if applicable.
  - c) Additional information that you have requested from us for the purpose of the audit.
  - d) Unrestricted access to persons within the Town/Village from whom you determined it necessary to obtain audit evidence.
  - e) Completeness and availability of all minutes of the meetings of the Town/Village Board or summaries of actions of recent meetings for which minutes have not yet been prepared.
- 11) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- 12) There are no deficiencies in the design or operation of internal control over financial reporting that are reasonably likely to adversely affect the Town/Village's ability to initiate, authorize, record, process, and report financial data reliably in accordance with US GAAP.
- 13) We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
- a) Management,
  - b) Employees who have significant roles in internal control, or
  - c) Others where the fraud could have a material effect on the financial statements.
- 14) We have no knowledge of any allegations of fraud or suspected fraud affecting the Town/Village's financial statements communicated by employees, former employees, regulators, or others.
- 15) We have no knowledge of instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing financial statements.

### **Hosting Services**

- 16) We acknowledge that electronic portals used during the audit are only a method of transferring data and the data may be deleted by you at any time.
- 17) We are responsible for maintaining our financial and non-financial information, licensing and hosting of any applications, and downloading and retaining anything you uploaded to such portal in a timely manner.

### **Government—specific**

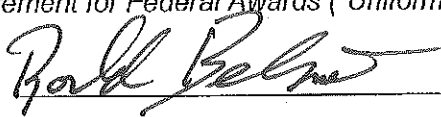

- 18) We have made available to you all financial records and related data.
- 19) We have a process to track the status of audit findings and recommendations.
- 20) We have identified to you any previous audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.
- 21) The Town/Village has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or equity.
- 22) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives, including legal and contractual provisions for reporting specific activities in separate funds.
- 23) We have identified and disclosed to you all instances that have occurred or are likely to have occurred, of fraud and noncompliance with provisions of laws and regulations that we believe have

a material effect on the financial statements or other financial data significant to the audit objectives, and any other instances that warrant the attention of those charged with governance.

- 24) We have identified and disclosed to you all instances, which have occurred or are likely to have occurred, of noncompliance with provisions of contracts and grant agreements that we believe have a material effect on the determination of financial statement amounts or other financial data significant to the audit objectives.
- 25) There are no violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.
- 26) Westchester Joint Water Works ("WJWW"), a joint venture of the Town/Village as reported in Note 4C, is currently being fined by the New York State Health Department for not meeting a Supreme Court of the State of New York ruling requiring the construction of a filtration plant by December 3, 2008. These fines amount to \$54,616,250 as of December 31, 2019 and continue to accrue at \$13,750 a day. The Town/Village's share of these fines is approximately 54.4 % of the total. Management of the WJWW has indicated that the State is holding in abeyance the imposition of these fines although they continue to be accrued by the WJWW. The Town/Village has not accrued their share in the Special District Fund – Water District as the expectation of management is that the fines will be suspended or replaced with a negotiated settlement as the WJWW signed an intermunicipal agreement with the County of Westchester, New York for a filtration plant alternative.
- 27) The Town/Village of Harrison retains a demand note receivable as of December 31, 2019 from the Harrison Parking Authority, a component unit of the Town/Village, for \$492,865 with interest at 4%. Since collectability is not assured within the next operating cycle, the funds have been classified as nonspendable fund balance – long term receivables. Such amounts will not be collected in sufficient time to use the funds to satisfy liabilities of the current period. These funds are not "available" for appropriation or expenditure even though the amounts are a component of current assets.
- 28) The Town/Village adopted Governmental Accounting Standards Board ("GASB") Statement No. 84, "Fiduciary Activities". The effects are noted in Note 2E in the notes to financial statements. Our opinion is not modified with respect to this matter.
- 29) There are no violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.
- 30) As part of your audit, you assisted with preparation of the financial statements and related notes. We have designated an individual with suitable skill, knowledge, or experience to oversee your services and have assumed all management responsibilities. We have reviewed, approved, and accepted responsibility for those financial statements and related notes. We also understand that as part of your audit, you prepared various adjusting journal entries, both on the fund and entity-wide level, and acknowledge that we have reviewed and approved those entries and accepted responsibility for them.
- 31) The Town/Village has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
- 32) The Town/Village has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.
- 33) We have followed all applicable laws and regulations in adopting, approving, and amending budgets.

- 34) The financial statements include all component units as well as joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations.
- 35) The financial statements properly classify all funds and activities in accordance with GASB Statement No. 34.
- 36) All funds that meet the quantitative criteria in GASB Statement Nos. 34 and 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.
- 37) Components of net position (net investment in capital assets; restricted; and unrestricted) and equity amounts are properly classified and, if applicable, approved.
- 38) Investments and land are properly valued.
- 39) Receivables recorded in the financial statements represent valid claims against debtors for transactions arising on or before the balance sheet date and have been reduced to their estimated net realizable value.
- 40) Provisions for uncollectible receivables have been properly identified and recorded.
- 41) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.
- 42) We agree with the findings of specialists in evaluating the other postemployment benefit obligation and any other specialists utilized and have adequately considered the qualifications of the specialists in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to the specialists with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the specialists.
- 43) We believe that the actuarial assumptions and methods used to measure pension and OPEB liabilities and costs for financial accounting purposes are appropriate in the circumstances.
- 44) Revenues are appropriately classified in the statement of activities within program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.
- 45) Interfund, internal, and intra-entity activity and balances have been appropriately classified and reported.
- 46) Deposits and investment securities are properly classified as to risk and are properly disclosed.
- 47) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated.
- 48) Capital assets have been evaluated for impairment as a result of significant and unexpected decline in service utility. Impairment loss and insurance recoveries have been properly recorded, if applicable.
- 49) The Town/Village has implemented Phase I and Phase II of GASB Statement No. 73 regarding its Fire Length of Service Awards Program ("LOSAP") reporting such assets within the fund financing the LOSAP program, the Fire special District Fund with an offsetting restriction of the fund balance. The use of a pension Trust Fund has been eliminated. Currently, there has been no substantive changes to the current note disclosure and required supplementary information.
- 50) We have appropriately disclosed the Town/Village's policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available and have determined that net position is properly recognized under the policy.

- 51) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.
- 52) Tax abatements were deemed immaterial to be recorded in accordance with the requirements of GASB Statement No. 77.
- 53) Expenditures of federal awards were below the \$750,000 threshold for the year ended December 31, 2019, and we were not required to have an audit in accordance with Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles and Audit Requirement for Federal Awards* ("Uniform Guidance").

Signature:  Signature: 

Title: Supervisor Mayor 5/27/20 Title: Comptroller/Treasurer

## Appendix 2

### Corrected Misstatements

**Town/Village of Harrison, New York**  
**Material Corrected Misstatements**  
**December 31, 2019**

ACCOUNT	DESCRIPTION	DEBIT	CREDIT
<b>GENERAL FUND - TOWN</b>			
<b>Adjusting Journal Entries JE # 3</b>			
To record encumbrances at December 31, 2019.			
521 00 00	LIABILITY / ENCUMBRANCES	366,267.00	
821 00 00	LIABILITY / RESERVE FOR ENCUMBRANCES		366,267.00
<b>Total</b>		<b>366,267.00</b>	<b>366,267.00</b>
<b>Adjusting Journal Entries JE # 10</b>			
To adjust police reserve as per board resolutions			
899 00 00	EQUITY / ReserveForPoliceDept	430,869.00	
909 00 00	EQUITY / FUND BALANCE		430,869.00
<b>Total</b>		<b>430,869.00</b>	<b>430,869.00</b>
<b>GENERAL FUND - VILLAGE</b>			
<b>Adjusting Journal Entries JE # 7</b>			
To adjust deferred tax revenue			
005-0000-010.10-01	REAL PROPERTY TAXES	175,613.00	
005 691 00 00	LIABILITY / DEFERRED TAX REVENUE		175,613.00
<b>Total</b>		<b>175,613.00</b>	<b>175,613.00</b>
<b>CAPITAL PROJECTS FUND</b>			
<b>Adjusting Journal Entries JE # 1</b>			
To report Bond Anticipation Note ("BAN") as revenue as the Town/Village converted to LT permanent financing (bonds)			
626 00 00	LIABILITY / BANS PAYABLE	221,735.00	
006-0000-057.57-10	PROCEEDS FROM SERIAL BDS		221,735.00
<b>Total</b>		<b>221,735.00</b>	<b>221,735.00</b>
<b>WATER 2 FUND</b>			
<b>Adjusting Journal Entries JE # 1</b>			
To record accounts receivable and deferred revenue per WJWW F/S at December 31, 2019.			
380 00 00	ASSET / ACCOUNTS RECEIVABLE	1,033,380.00	
012-0000-015.21-41	WJWW DIST. OF EARNINGS		258,345.00
690 00 00	LIABILITY / DEFERRED REVENUE		775,035.00
<b>Total</b>		<b>1,033,380.00</b>	<b>1,033,380.00</b>



**Town/Village of Harrison, New York**  
**Material Corrected Misstatements**  
**December 31, 2019**

ACCOUNT	DESCRIPTION	DEBIT	CREDIT
<b>WATER 2 FUND (continued)</b>			
<b>Adjusting Journal Entries JE # 4</b>			
To agree bond principal and interest payments			
012-9501-100.09-07	TRANSE TO DEBT SERVICE	66,849.00	
203 00 00	CASH / POOLED CASH		66,849.00
<b>Total</b>		<b>66,849.00</b>	<b>66,849.00</b>
<b>Adjusting Journal Entries JE # 5</b>			
To record CY encumbrances at December 31, 2019.			
521 00 00	LIABILITY / ENCUMBRANCES	40,000.00	
821 00 00	LIABILITY / RESERVE FOR ENCUMBRANCES		40,000.00
<b>Total</b>		<b>40,000.00</b>	<b>40,000.00</b>
<b>Adjusting Journal Entries JE # 6</b>			
To record due from Sewer Rent Fund for negative pooled cash.			
391 00 18	Due From Other Fund - Sewer Rent Fund	188,860.00	
203 00 00	CASH / POOLED CASH		188,860.00
<b>Total</b>		<b>188,860.00</b>	<b>188,860.00</b>
<b>Sewer Maintenance Fund</b>			
<b>Adjusting Journal Entries JE # 4</b>			
PBC CLIENT ENTRY - To transfer Sewer Maintenance Fund fund balance out to Sewer Rent Fund to close			
013-9501-100.09-18	TRANSFER TO SEWER RENT FUND	55,079.00	
203 00 00	CASH / POOLED CASH		55,079.00
<b>Total</b>		<b>55,079.00</b>	<b>55,079.00</b>
<b>Sewer Rent Fund</b>			
<b>Adjusting Journal Entries JE # 2</b>			
PBC CLIENT ENTRY - To transfer in fund balance from Sewer Maintenance Fund to Sewer Rent Fund to			
203 00 00	CASH / POOLED CASH	55,079.00	
018-0000-050.50-13	TRANSFER IN FROM SEWER MAINTENANCE FUND		55,079.00
<b>Total</b>		<b>55,079.00</b>	<b>55,079.00</b>
<b>Adjusting Journal Entries JE # 4</b>			
To remove negative cash balance and book a due to Water Fund			
203 00 00	CASH / POOLED CASH	188,860.00	
630 00 12	Due to other funds - Water Fund		188,860.00
<b>Total</b>		<b>188,860.00</b>	<b>188,860.00</b>

**Town/Village of Harrison, New York**  
**Material Corrected Misstatements**  
**December 31, 2019**

ACCOUNT	DESCRIPTION	DEBIT	CREDIT
<b>Fire Protection District NO.1</b>			
<b>Adjusting Journal Entries JE # 6</b>			
To book LOSAP payment			
010-9000-100.08-25	LOCALPENSIONFUNDEMPLEBENFT	109,304.00	
600 01 00	ACCOUNTS PAYABLE / JOURNAL ENTRIES		109,304.00
<b>Total</b>		<b>109,304.00</b>	<b>109,304.00</b>
<b>Health Fund</b>			
<b>Adjusting Journal Entries JE # 5</b>			
To record additional lagfor 2019 based on UMR analysis			
203 00 00	CASH / POOLED CASH	76,575.00	
011-9000-100.08-60	MAJOR MEDICAL		76,575.00
<b>Total</b>		<b>76,575.00</b>	<b>76,575.00</b>
<b>Fire Service Awards Program</b>			
<b>Adjusting Journal Entries JE # 8</b>			
To record LOSAP activity per 2019 actuarial report.			
LOSAP 380 00 00	ACCOUNTS RECEIVABLES	145,053.00	
LOSAP 450 00 00	US EQUITIES	43,649.00	
LOSAP 451 00 00	FIXED IN MUTFND	289,857.00	
LOSAP 452 00 00	INTERNATIONAL EQUITIES	7,742.00	
LOSAP 462 00 00	SERVICE AWARDS PROGRAM	15,644.00	
LOSAP 522	PENSION BENEFITS	76,188.00	
LOSAP 453 00 00	MIXED ASSETS		272,512.00
LOSAP 980 01	CONTRIBUTIONS		34,828.00
LOSAP 980 01	CONTRIBUTIONS		109,304.00
LOSAP 980 02	EARNINGS OF INVESTMENTS		551.00
LOSAP 980 02	EARNINGS OF INVESTMENTS		43,210.00
LOSAP 980 2000	UNREALIZED (GAIN) OR LOSS		117,728.00
<b>Total</b>		<b>578,133.00</b>	<b>578,133.00</b>
<b>Highway Fund</b>			
<b>Adjusting Journal Entries JE # 7</b>			
To move accounts out of Agency Fund per adoption of GASB Statement No.84.			
203 00 00 AGENCY	CASH / POOLED CASH	157,450.00	
608 00 00	LIABILITY / STREET OPENINGS		157,450.00
<b>Total</b>		<b>157,450.00</b>	<b>157,450.00</b>

**Town/Village of Harrison, New York**  
**Material Corrected Misstatements**  
**December 31, 2019**

ACCOUNT	DESCRIPTION	DEBIT	CREDIT
<b>Debt Service Fund</b>			
<b>Adjusting Journal Entries JE # 4</b>			
To record Energy Performance Contract Principal and Interest Payments due from GF - Town			
007-0000-9785-100.06-01	(Auditor created) Energy Performance Contract - Principal	153,171.00	
007-0000-9785-100.07-01	(Auditor created) Energy Performance Contract - Interest	36,281.00	
007-0000-050.50-01	TOWN		189,452.00
<b>Total</b>		<b>189,452.00</b>	<b>189,452.00</b>
<b>Adjusting Journal Entries JE # 5</b>			
To book Water Prinicipal and interest payments			
203 00 00	CASH / POOLED CASH	66,849.00	
007-0000-050.50-12	WATER #2		66,849.00
<b>Total</b>		<b>66,849.00</b>	<b>66,849.00</b>
<b>Agency Fund</b>			
<b>Adjusting Journal Entries JE # 1</b>			
TO MOVE ACCOUNTS TO TOWN General Fund AS PER CLIENT FOR GASB Statement No.84			
302 00 00	LIABILITY / FINES & FORFEITED BAIL	8,324.00	
600 00 00	LIABILITY / ACCOUNTS PAYABLE	16,862.00	
600 01 00	ACCOUNTS PAYABLE / JOURNAL ENTRIES	49,813.00	
614 00 00	LIABILITY / CHASE REWARDS HOLDING ACC	976.00	
617 00 00	LIABILITY / FIREWORKS	5,109.00	
690 00 00	LIABILITY / DEFERRED REVENUE	549.00	
697 00 00	LIABILITY / UNRECONCILED TAX ITEMS	5,037.00	
752 00 00	LIABILITY / POLICE DEPT FUNDS	17,452.00	
755 00 00	LIABILITY / PLANNING BD ESCROW	72,328.00	
756 00 00	LIABILITY / BROOKVIEW ESTATES/SUBDIV	139.00	
761 00 00	LIABILITY / INSPECTION FEE THE MEWS	27,000.00	
762 00 00	LIABILITY / SUBDIVINSPECFEE/61BUCKOUT	10,000.00	
763 00 00	LIABILITY / StrmWaterInfras.InspFees	713,448.00	
767 00 00	LIABILITY / INSPECTION ESCROW SAROSCA	21,028.00	
770 00 00	LIABILITY / FRIENDS OF THE OPERA	12,630.00	
771 00 00	LIABILITY / INSPECTION FEE STREETOPEN	7,916.00	
772 00 00	LIABILITY / Escrow-WoodlandRoadDepost	5,000.00	
773 00 00	LIABILITY / HICKPINE/FAIRWAYDR.LC/LIU	66,431.00	
774 00 00	LIABILITY / KERVAN ROAD DRAINAGE	5,776.00	
775 00 00	LIABILITY / HARRISON HISTORIAL SOC	18,362.00	
777 00 00	LIABILITY / StormwaterMtceAgreements	46,500.00	
782 00 00	LIABILITY / DONATION POL.EQUIP/K-9	1.00	
783 00 00	LIABILITY / 9/11 Memorial MaRiis Park	7,986.00	
786 00 00	LIABILITY / POL.DONAT.CHIEFS DISCRETN	20,395.00	
787 00 00	LIABILITY / ESCROW AVALON BAY/INT.BR	14,072.00	
789 00 00	LIABILITY / 19 ROCKLEDGE RD LAND DEVL	91,049.00	

**Town/Village of Harrison, New York**  
**Material Corrected Misstatements**  
**December 31, 2019**

ACCOUNT	DESCRIPTION	DEBIT	CREDIT
<b>Agency Fund (continued)</b>			
812 00 00	LIABILITY / TOWN VILLAGE PENSION	3,450.00	
818 00 00	LIABILITY / PERFORMCE/SURTYBND/INLIEU	792,079.00	
819 00 00	LIABILITY / OAKVALLEY/SUB-DIV DEFAULT	3,947.00	
824 00 00	LIABILITY / FLEX MEDICAL SPENDING	3,756.00	
825 00 00	LIABILITY / FLEX DEPENDENT CARE	5,790.00	
827 00 00	LIABILITY / OAK RIDGE SUBDIV/CAPOCCI	36,840.00	
828 00 00	LIABILITY / KNIGHTSBRIDGEMANOR/DEFAULT	75,000.00	
829 00 00	LIABILITY / Insp.Fee Cascino Subdivis	9,600.00	
930 00 00	LIABILTY / TREES FOR HARRISON	1,148.00	
203 00 00	CASH / POOLED CASH		2,172,775.00
380 00 00	ASSET / ACCOUNTS RECEIVABLE		1,751.00
811 00 00	LIABILITY / GUARDIAN LIFE INSURANCE		1,265.00
860 00 00	LIABILITY / SOCIAL SECURITY TAX		2.00
<b>Total</b>		<b>2,175,793.00</b>	<b>2,175,793.00</b>
<b>Adjusting Journal Entries JE # 4</b>			
To move accounts from Agency Fiund to Library and Highway funds as per client, per adoption of GASB Statement No. 34			
608 00 00	LIABILITY / STREET OPENINGS	157,450.00	
788 00 00	LIABILITY / HARRISON PUBLIC LIB.FUNDS	16,184.00	
203 00 00	CASH / POOLED CASH		173,634.00
<b>Total</b>		<b>173,634.00</b>	<b>173,634.00</b>

## Appendix 3

### About PKF O'Connor Davies, LLP



## FIRM OVERVIEW

Founded in 1891, PKF O'Connor Davies has evolved from an accounting firm to a corps of high-caliber professionals that delivers to a global and growing client base a complete range of audit, tax and advisory services as well as insights and expertise at the highest level. As our business has grown, our commitment to active value creation has allowed us to connect our clients to sound business advice, key players and resources across diverse industries.

### An Acknowledged Global Leader

Not only are we one of the nation's most rapidly growing accounting and advisory firms, we are also the lead North American firm in the growing PKF global network of independent accounting and advisory firms. This enables us to provide clients with preferred access to top-tier experts and firms in over 400 locations, in 150 countries around the world. It also establishes us as the primary referral point for international businesses with needs in North America, an advantage for our domestic clients seeking connections outside the U.S.

### Active Partner Involvement Dedicated Engagement Teams

We have built strong relationships with our clients by being proactive, thorough and efficient. Firm partners are involved in the day-to-day management of engagements, ensuring a high degree of client service and cost effectiveness. Multi-disciplinary teams ensure solutions are customized to address specific needs and integrated for greater efficiency.

### A Higher Standard: Beyond Passive Value Calculation to Active Value Creation

Our focus on value has driven our growth, propelling PKF O'Connor Davies to the Top 27 on *Accounting Today's* 2020 "Top 100 Firms" list and gaining us acclaim as one of the country's fastest-growing firms. With unmatched client focus, we unlock genuine value hidden at key connection points in every engagement within regional, national and international arenas. Through these connections, our team of specialists continually drives efficiencies, uncovers opportunities and manages risk – delivering value where others can't.

## Industry Recognition

- **Ranked 27 of "2020's Top 100 Firms"**  
– *Accounting Today*, 2020
- **Ranked 7 of the "Top Firms in the Mid-Atlantic"**  
– *Accounting Today*, 2020
- **Ranked 10 of "New Jersey's Top Accounting Firms"**  
– *NJBIZ*, 2019
- **"Best Multi-Family Office – Over \$10 Billion"**  
– *Private Asset Management Awards*, 2020
- **"Tax Advice Award"**  
– *Family Wealth Report Awards*, 2018
- **"Best Places to Work in New Jersey"**  
– *NJBIZ*, 2019
- **Ranked #1 Best Accounting Internship**  
– *Vault*, 2020
- **Ranked 13 of the 50 "Best Accounting Employers to Work for in North America"**  
– *Vault*, 2021

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## Agility, Responsiveness and Recognition

Since our founding, PKF O'Connor Davies has maintained its commitment to gaining a deep understanding of each client's operations and financial history in order to help meet their every challenge and objective. We fulfill this mission by providing resources that match those of larger firms in scope – but with the agility only a mid-sized firm such as ours can demonstrate...and yet, we still rank among them. Our services include:

### Accounting and Assurance Services

- Accounting Outsourcing
- Agreed-Upon Procedures (AUPs)
- Audits, Reviews and Compilations
- Elite Accounting Services
- Employee Benefit Plans
- Endowment Fund Accounting
- International Financial Reporting Standards (IFRS)
- IT Audit & Cybersecurity Reviews
- Public Company Accounting Oversight Board (PCAOB)
- Public Sector Audits & Compliance

### International Services

- China Desk
- General Data Protection Regulation (GDPR)
- German Desk
- Transfer Pricing

### Tax Compliance and Planning Services

- Employee Benefit Planning & Tax Compliance
- International Tax Services
- IRS Representation & Tax Controversies
- Personal Financial Planning
- Private Foundation Services
- State and Local Tax (SALT)
- Tax Compliance & Reporting
- Tax Research and Strategic Planning
- Tax-Exempt Organizations
- Trust and Estate Planning

### Advisory Services

- Bankruptcy & Restructuring
- Cybersecurity & Privacy Advisory Services
- Dark Web Monitoring Services
- Digital Forensic Services
- Forensic, Litigation and Valuation Services
- Matrimonial Services
- Management Advisory Services
- Risk Advisory Services
- Specialty Industry Advisory Services
  - Business Solutions
  - Employee Benefit Plan Services
  - Healthcare Advisory Services
  - Hospitality Advisory Services
  - Medical and Dental Advisory Services
  - Public Sector Advisory Services
- Transaction & Financial Advisory Services
- Wealth Services

### Family Office Services

- Accounting & Reporting
- Advisory
- Charitable Giving
- Family Advisory Services
- Investment Monitoring & Oversight
- Lifestyle Support
- Personal Financial Management
- Tax Planning
- Wealth Planning

We offer an exceptional breadth of advisory services across diverse industries and sectors.