

# 100 North Street Monticello, NY 12701 (845)807-0541

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# BOARD OF DIRECTORS Freda Eisenberg, Chair

Freda Eisenberg, Chair
Jacquie Leventoff, Vice-Chair
George Nikolados, Treasurer
Anna Milucky, Secretary
Nancy Buck
Vicky Ferguson
Sims Foster
Alan Sorensen
Ira Steingart

Vacancy Vacancy

EXECUTIVE DIRECTOR Jill M. Weyer

# MISSION STATEMENT

Our mission is to strengthen neighborhoods by mitigating blight through strategic property acquisition that will create vibrant neighborhoods, increase homeownership, stimulate economic growth and support community development by returning properties to productive use and improve quality of life.

# AGENDA March 31, 2020 8:30 AM

Zoom Teleconference Instructions: https://zoom.us/j/109441574

Meeting ID: 109 441 574

One tap mobile: +19294362866,,109441574# US (New York)

I.	Call to Order / Roll Call				8:30
II.	Approval of Bills to Pay				8:30
	Current Account Balance:	Ś	239,438.83		
	Paid:	*			
	NYSEG (48 Yaun Avenue, Liberty)	\$	67.15	48 Yaun	
	NYSEG (17 Cooke Lane, Monticello)	\$		17 Cooke	
	Lee & Mason Financial Services, Inc.	\$	1,654.79	Insurance	
	Harris Woods Homeowners Association (March)	\$	285.00	26 Racine	
	Jacobowitz & Gubitz LLP (Jan. & Feb. 2020)	\$		Legal Fees	
	RUPCO, Inc. (Housing Coordination Services)	\$	10,183.79	Contracts	
	Sullivan County Democrat	\$		Advertising	
	River Realty Services, Inc.	\$	6,466.01	26 Racine	
	Brown & Brown Empire State	\$	31,740.43	Insurance	
	W Design	\$		Advertising	
	Utility Protection Agency (Salvatore Cuce)	\$	500.00	15 Jordan	
	To Be Paid:				
	Collier Construction LLC	\$	29,447.00	48 Yaun	
	NYSEG (19 Balsam Drive, Liberty)	\$	43.42	19 Balsam	
	NYSEG (48 Yaun Avenue, Liberty)	\$	65.17	48 Yaun	
	Harris Woods Homeowners Association (April)	\$	285.00	26 Racine	
	River Realty Services, Inc.	\$		26 Racine	
	Account Balance After Bills Paid	\$	209,528.03		
III.	Approval of Minutes—March 19, 2020				8:33
IV.	Status Report & Resolutions				8:35
	Resolutions				
	1. RESOLUTION TO ADOPT 2019 ANNUAL AUDIT				
	Discussion Items				
	1. 2019 Audit—Insero & Co.				
V.	Public Comment				8:55
1/1	Adjournment				9:00
VI.	Adjournment				9.00

Freda Eisenberg, Chair Jacquie Leventoff, Vice Chair George Nikolados, Treasurer Vacant, Secretary

Jill M. Weyer, Executive Director



Nancy Buck Vicky Ferguson Sims Foster Alan Sorensen Ira Steingart

# **MINUTES**

# Board Meeting – via ZOOM March 19, 2020

# **BOARD MEMBERS:**

IN ATTENDANCE: Freda Eisenberg, Jacquie Leventoff, Nancy Buck, Vicky Ferguson, Sims Foster,

and Ira Steingart

ABSENT: George Nikolados, Alan Sorensen

OTHERS PRESENT: Jill Weyer, Eugenia Manwelyan, Juan Journet, Allison Capella

# I. Call to Order / Roll Call

The meeting was called to order by Freda Eisenberg, Chair at 8:34 am.

# II. Approval of Bills to Pay

Current Account Balance:	4	297,391.35	
Paid:	7		
NYSEG (17 Cooke Lane, Monticello)	\$	3.77	17 Cooke
Lee & Mason Financial Services, Inc.	\$	1,794.42	Insurance
Harris Woods Homeowners Association	\$	570.00	26 Racine
John W. Galligan (Survey)	\$	8,000.00	Monticello Manor
Philadelphia Insurance Companies	\$	579.19	Insurance
Sullivan County Democrat	\$	33.63	Advertising
River Realty Services, Inc.	\$	2,425.00	26 Racine
Wire Pro Electric	\$	3,250.00	48 Yaun
Collier Construction LLC	\$	49,280.00	48 Yaun
Loveland	\$	10.00	Office Expense
To Be Paid:			
NYSEG (48 Yaun Avenue, Liberty)	\$	67.15	48 Yaun
NYSEG (17 Cooke Lane, Monticello)	\$	26.79	17 Cooke
Lee & Mason Financial Services, Inc.	\$	1,654.79	Insurance
Harris Woods Homeowners Association	\$	285.00	26 Racine
Jacobowitz & Gubitz LLP (Jan. & Feb. 2020)	\$	2,495.33	Legal Fees
RUPCO, Inc. (Housing Coordination Services)	\$	10,183.79	Contracts
Sullivan County Democrat	\$	33.23	Advertising
River Realty Services, Inc.	\$	6,466.01	26 Racine
Brown & Brown Empire State	\$	31,740.43	Insurance
W Design	\$	4,500.00	Advertising
Utility Protection Agency (Salvatore Cuce)	\$	500.00	15 Jordan
Account Balance After Bills Paid:	Ş	239,438.83	

A motion was made by Buck, seconded by Ferguson, all present approved the bills to be paid listed above.

# III. Approval of Minutes – February 20, 2020

A motion was made by Steingart, seconded by Ferguson, all present approved the minutes from the February 20, 2020 meeting.

# **IV. Status Report & Resolutions**

#### RESOLUTION TO RECOMMEND APPOINTMENT TO THE LAND BANK BOARD OF DIRECTORS

WHEREAS, letters of interest were received from prospective Board members; and WHEREAS the Land Bank currently has three vacancies on the Board.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. Anna Milucky be recommended for appointment to fill a vacancy by the Sullivan County Legislature; and
- 2. This Resolution shall take effect immediately.

Moved by Nikolados and seconded by Ferguson to add Anna Milucky. Then moved by Buck, seconded by Nikolados, put to a vote with Jacquie Leventoff and Alan Sorensen absent, all present carried and declared duly adopted by a role of the board on a vote of 6 Ayes, 0 Nays.

#### **RESOLUTION ADOPTING CERTAIN SCLBC POLICIES, STATEMENTS & PROCEDURES**

WHEREAS, the Sullivan County Land Bank Corporation is a not-for-profit corporation duly organized and validly existing under the laws of the State of New York; and

WHEREAS, the SCLBC desires to adopt certain policies, statements and procedures to assist it in the implementation of its stated purposes and in compliance with the New York Not-For-Profit Corporation Law, the New York Public Authorities Accountability Act of 2005 and the New York Public Authorities Reform Act of 2009, as amended.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 3. The SCLBC hereby adopts the following policies and guidelines in the form presented at this meeting:
  - a. Acquisition Policy
  - b. Disposition Policy
  - c. Non-Discrimination & Affirmative Action Policy
  - d. Procurement Policy
  - e. Defense and Indemnification Policy
  - f. Travel Policy
  - g. Privacy Policy
  - h. Internal Control Policy
  - i. Code of Ethics & Conflict of Interest Policy
  - j. Acceptance of Donated Property Policy
  - k. Sustainable Construction Policy
  - I. Whistleblower Policy
  - m. Mission Statement
  - n. Investment Policy
  - o. Harassment-Free Workplace Policy
- 4. This Resolution shall take effect immediately.

Moved by Leventoff, seconded by Buck, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

# **RESOLUTION TO ADOPT THE 2019 REPORTS TO COMPLY WITH ABO REQUIREMENTS**

WHEREAS, the State of New York Authorities Budget Office requires the Sullivan County Land Bank Corporation to submit annual reports for reporting purposes; and

WHEREAS, drafts of the 2019 annual reports were presented to the Board.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. The 2019 Annual Reports, attached hereto as Exhibit A is adopted;
- 2. This Resolution shall take effect immediately.

Moved by Leventoff, seconded by Buck, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

#### RESOLUTION ELECTING OFFICERS AND COMMITTEE MEMBERS

WHEREAS, the Sullivan County Land Bank Corporation is a not-for-profit corporation duly organized and validly existing under the laws of the State of New York; and

WHEREAS, in accordance with the Bylaws of the GSPDC, the Board of Directors (the "Board"), has elected officers and committee members to serve until the Board's next Annual Meeting.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

1. The Board hereby elects the following persons to the offices set forth opposite their names until their successors are elected and assume office:

> Name Office Freda Eisenberg Chair Vice Chair Jacquie Leventoff George Nikoldaos Treasurer Anna Milucky Secretary

- 2. The Board hereby elects the following persons to the Audit Committee to serve until their successors are elected:
  - 1. Nancy Buck
  - 2. Ira Steingart
  - 3. Sims Foster
- 3. The Board hereby elects the following persons to the Governance Committee to serve until their successors are elected:
  - 1. George Nikoldaos
  - 2. Freda Eisenberg
  - 3. Jacquie Leventoff
- 4. The Board hereby elects the following persons to the Finance Committee to serve until their successors are elected:
  - 1. George Nikolados
  - 2. Alan Sorensen
  - 3. Anna Milucky
- 5. The Board hereby elects the following persons to the Personnel Committee to serve until their successors are elected:
  - 1. Jacquie Leventoff
  - 2. Ira Steingart
  - 3. Nancy Buck
- 6. The Board hereby elects the following persons to the Acquisition, Rehab & Disposition Advisory Board to serve until their successors are elected:
  - 1. Alan Sorensen
  - 2. Nancy Buck

- 3. Freda Eisenberg
- 4. Jacquie Leventoff
- 5. Vicky Ferguson
- 7. The Chair and the Executive Director of the SCLBC are each hereby authorized and directed to execute all documents on behalf of the SCLBC which may be necessary or desirable to further the intent of this Resolution and do such further things or perform such acts as may be necessary or convenient to implement the provisions of this Resolution.
- 8. .This Resolution shall take effect immediately.

A motion was made by Buck, seconded by Ferguson for discussion. A motion was made by Leventoff, seconded by Vicky to merge the Acquisition & Rehab and Disposition Advisory Board into the Acquisition, Rehab & Disposition Advisory Board. A motion was made by Eisenberg, seconded by Leventoff to accept the resolution as amended, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

#### RESOLUTION TO ACQUIRE PROPERTY FROM NATIONAL COMMUNITY STABILIZATION TRUST

WHEREAS, the National Community Stabilization Trust ("NCST") is a non-profit organization that serves as the bridge between financial institutions and local housing providers to stabilize neighborhoods; and

WHEREAS, NCST helps community-based housing providers accomplish housing strategies that ensure low- and moderate-income families have access to affordable, safe homeownership and rental opportunities; and

WHEREAS, the Sullivan County Land Bank ("Land Bank") has applied to participate in NCST's REO acquisition programs, which facilitate the transfer of properties between participating financial institutions ("REO Sellers") and eligible local housing providers ("Community Buyers"); and

WHEREAS, a property has been identified through the Mr. Cooper First Look Program and upon review by the Acquisition Advisory Group, it is recommended that the Land Bank acquire the available properties located at 71 Oak Street, Town of Tusten (12.-16-5.4).

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. The Board hereby authorizes the acquisition of the above properties, subject to the completion of due diligence.
- 2. The Board also hereby authorizes, Jill M. Weyer, Executive Director, to sign any and all necessary documents to acquire said properties.
- 3. This Resolution shall take effect immediately.

Moved by Eisenberg, seconded by Ferguson, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

## **RESOLUTION TO APPLY TO USDA-RD FOR A RDBG GRANT**

WHEREAS, USDA-RD has announced the Rural Development Business Grant program; and

WHEREAS, an application would be submitted for funds to assist with the NYSDOS Greenworks program and developing a greenworkforce training program to benefit SCLBC.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. Jill Weyer, Executive Director, is authorized to execute any and all documents necessary to apply for the USDA-RD RDBG Grant and, if awarded, such grant is accepted.
- 2. This Resolution shall take effect immediately.

Moved by Eisenberg, seconded by Ferguson, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

## **RESOLUTION TO APPLY FOR A PRESERVE NY GRANT FOR 91 CHESTNUT**

WHEREAS, the Preservation League of NYS has announced funding available through the Preserve NY Grant Program; and

WHEREAS, an application would be submitted for funds to assist with the redevelopment plans for 91 Chestnut Street in Liberty, NY.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. Jill Weyer, Executive Director, is authorized to execute any and all documents necessary to apply for the Preserve NY Grant and, if awarded, such grant is accepted.
- 2. This Resolution shall take effect immediately.

Moved by Ferguson, seconded by Steingart, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

#### RESOLUTION TO APPLY FOR VARIOUS PROGRAMS FOR CREATIVE PLACEMAKING PROJECTS

WHEREAS, various sources have been identified to further the Creative Placemaking projects on vacant lots in SCLBC Inventory; and

WHEREAS, applications and letter of intents would be submitted for funds to assist with the creative placemaking projects.

NOW, THEREFORE, BE IT RESOLVED by the Sullivan County Land Bank Corporation that:

- 1. Jill Weyer, Executive Director, is authorized to execute any and all documents necessary to apply for the various programs, and if awarded a separate resolution accepting the award will be submitted.
- 2. This Resolution shall take effect immediately.

Moved by Ferguson, seconded by Foster, put to a vote with Nikolados & Sorensen absent, carried and declared duly adopted on a vote of 6 ayes, 0 nays.

# V. Discussion Items

## **New Construction Options**

Jill & Eugenia gave an overview of the process and the need for a consistent process to ensure we are able to carry out our commitment to build 3 new homes for the Enterprise Funding. We received several responses through the RFQ process but we would prefer to enter into a co-developer agreement with RUPCO to administer this project. We need to determine how the funding would be allocated and how the agreement will be structured. We will work with RUCO to draft a co-developer agreement for review and present a draft to the board for adoption.

# New Website

Jill mentioned the new website is up and running and asked all Board members to check it out.

# ABO Requirements

Jill mentioned we are still awaiting our 2019 Audit because of some delays with our accounting and the need to revalue our inventory so as to not inflate our assets. Jill asked for a special meeting to be called to finalize the Audit and adopt prior to ABO deadline. A motion was made by Eisenberg, seconded by Ferguson to notice the special meeting for Tuesday, March 31<sup>st</sup> at 8:30 via Zoom.

#### **VI. Public Comment**

No public comment received.

# VII. Adjournment

The meeting was adjourned at 9:30 am upon a motion by Ferguson, seconded by Steingart, with all present approving.

FINANCIAL REPORT

For the Years Ended December 31, 2019 and 2018

# TABLE OF CONTENTS

Independent Auditors' Report	1-2
Statements of Financial Position	3
Statements of Activities	4
Statements of Functional Expenses	5-6
Statements of Cash Flows	7
Notes to Financial Statements	8-12
Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	13-14
Independent Auditors' Report on Compliance with §2925 (3)(f) of the New York State Public Authorities Law	15

## INDEPENDENT AUDITORS' REPORT

Board of Directors Sullivan County Land Bank Corporation Monticello, New York

# **Report on the Financial Statements**

We have audited the accompanying financial statements of the Sullivan County Land Bank Corporation (the Land Bank), a nonprofit organization and a component unit of the County of Sullivan, which comprise the Statements of Financial Position as of December 31, 2019 and 2018, and the related Statements of Activities, Functional Expenses, and Cash Flows for the years then ended, and the related notes to the financial statements.

# Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes 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.

# **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Land Bank's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Land Bank's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

# **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Sullivan County Land Bank Corporation as of December 31, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

# Emphasis of a Matter

During the year ended December 31, 2019, the Land Bank revised its policy for valuation of property received. As discussed in Note 7 to the financial statements, net position as of December 31, 2018 was restated to reflect this change in policy. Our opinion is not modified with respect to this matter.

# Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated \_\_\_\_\_\_\_, 2020 on our consideration of the Sullivan County Land Bank Corporation internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Land Bank's internal control over financial reporting and compliance.

# Other Reporting Required by New York State Public Authorities Law

In accordance with New York State Public Authorities Law, we have also issued our report dated \_\_\_\_\_\_\_, 2020 on our consideration of the Land Bank's compliance with \$2925(3)(f) of the New York State Public Authorities Law. The purpose of that report is to describe anything that came to our attention that caused us to believe the Land Bank failed to comply with the Land Bank's Investment Guidelines, the New York State Comptroller's Investment Guidelines, or \$2925(3)(f) of the New York State Public Authorities Law.

Respectfully submitted,

Insero & Co. CPAs, LLP Certified Public Accountants

Ithaca, New York , 2020

# STATEMENTS OF FINANCIAL POSITION DECEMBER 31,

	2019	2018 Restated
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 37,338	\$ 239,156
Prepaid Expense	1,590	1,590
Total Current Assets	38,928	240,746
Noncurrent Assets		
Land and Property Inventory	788,933	138,225
Property and Equipment, Net	1,949	2,436
<b>Total Noncurrent Assets</b>	790,882	140,661
Total Assets	\$ 829,810	\$ 381,407
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts Payable	\$ 34,245	\$ 6,318
Total Liabilities	34,245	6,318
Net Assets		
Without Donor Restrictions	795,565	375,089
Total Net Assets	795,565	375,089
I Ottal Fiet Assets	173,303	373,009
Total Liabilities and Net Assets	\$ 829,810	\$ 381,407

# STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED DECEMBER 31,

			2018
	2019	R	estated
Revenues			
Grant Income	\$ 752,368	\$	486,569
Contributions	5,000		-
In-Kind Donation - Property	534,810		127,834
In-Kind Donation - Personnel	70,134		46,103
In-Kind Donation - Travel	 1,546		
Total Revenues	 1,363,858		660,506
Expenses			
Program Services	807,131		352,771
Management and General	 54,634		23,051
Total Expenses	861,765		375,822
Loss on Sale of Land and Property	(81,617)		
Total Increase in Net Assets	420,476		284,684
Net Assets, Beginning of Year	 375,089		90,405
Net Assets, End of Year	 795,565	\$	375,089

# STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2019 (WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2018)

				Total Expenses		ses	
	I	Program	Management				2018
	S	Services	and General		2019	F	Restated
Demolition	\$	561,232	\$	\$	561,232	\$	221,330
Taxes and Licenses		64,478	6,018		70,496		2,029
In-Kind Personnel		35,067	35,067		70,134		46,103
Professional Services		44,926	4,900		49,826		
Insurance		40,186	2,884		43,070		8,686
Legal Fees		21,612	490		22,102		26,568
Cost of Properties Sold		16,319			16,319		58,696
Accounting Fees		9,809	2,600		12,409		4,065
Office Expenses		5,963	393		6,356		100
Travel		3,114	1,546		4,660		908
Advertising		2,035	223		2,258		5,337
Dues and Subscriptions		2,000			2,000		2,000
Depreciation			487		487		
Landscaping and Maintenance		390	26		416		
<b>Total Expenses</b>	\$	807,131	\$ 54,634	\$	861,765	\$	375,822

# STATEMENT OF FUNCTIONAL EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2018

	Program	Management		
	Services	and General	Tota	l Expenses
Demolition	\$ 221,330	\$	\$	221,330
Cost of Properties Sold	58,696			58,696
In-Kind Personnel	23,052	23,051		46,103
Legal Fees	26,568			26,568
Insurance	8,686			8,686
Advertising	5,337			5,337
Accounting Fees	4,065			4,065
Taxes and Licenses	2,029			2,029
Dues and Subscriptions	2,000			2,000
Travel	908			908
Office Expenses	100			100
Total Expenses	\$ 352,771	\$ 23,051	\$	375,822

# STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 31,

	2019	2018 Restated
Cash Flows from Operating Activities	2017	Restated
Grant and Contribution Receipts	\$ 757,368	\$ 486,569
Cash Paid to Suppliers	(959,186)	(335,382)
Net Cash Provided by Operating Activities	(201,818)	151,187
Cash Flows From Investing Activities		
Purchase of Property and Equipment	<u> </u>	(2,436)
Net Cash Used in Investing Activities	<u>.</u>	(2,436)
Net Change in Cash and Cash Equivalents	(201,818)	148,751
Cash and Cash Equivalents, Beginning of Year	239,156	90,405
Cash and Cash Equivalents, End of Year	\$ 37,338	\$ 239,156
Noncash Activities		
Property Donations Added to Inventory	\$ 534,810	\$ 127,834
Administrative Services Provided by Sullivan County	70,134	46,103
Travel Expenses Provided In-Kind	1,546	

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2019 AND 2018

# **Note 1** Summary of Significant Accounting Policies

# **Nature of Activities**

The Sullivan County Land Bank Corporation (the Land Bank) was incorporated February 7, 2017 under Article 16 of the New York State Not-for-Profit Corporation Law. The Land Bank was formed to undertake, promote, and facilitate the return of vacant, abandoned, and tax-delinquent properties to productive use in order to eliminate the harms and liabilities caused by such properties.

# **Reporting Entity**

The Land Bank is a nonprofit corporation and a component unit of the County of Sullivan. The financial activities of the Land Bank are combined with the financial activities of the County and other component units, which in turn constitute the entire reporting entity for the County.

# **Basis of Accounting**

The Land Bank uses the accrual method of accounting and, accordingly, the financial statements reflect all significant receivables, payables, and other liabilities.

# **Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles in the United States (U.S. GAAP) requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

## **Basis of Presentation**

The financial statements of the Land Bank have been prepared in accordance with U.S. GAAP, which requires the Land Bank to report information regarding its financial position and activities according to the following net asset classifications:

# • Net Assets Without Donor Restrictions

Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of the Land Bank's management and the Board of Directors.

# • Net Assets With Donor Restrictions

Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of the Land Bank or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity. Donor restricted contributions are reported as increases in net assets with donor restrictions. When a restriction expires, net assets are reclassified from net assets with donor restrictions to net assets without donor restrictions in the Statements of Activities. There were no net assets with donor restrictions as of December 31, 2019 and 2018, respectively.

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2019 AND 2018

# **Note 1** Summary of Significant Accounting Policies - Continued

# **Concentrations of Risk and Investments**

The Land Bank maintains its accounts at a single financial institution. The Land Bank's cash balances may from time to time exceed Federal Deposit Insurance Corporation (FDIC) insurance limits. There were no uninsured amounts at December 31, 2019 or 2018.

# **Inventory**

Land and property held as of December 31, 2019 and 2018 are valued at the following depending upon the condition of and managements' intended use of the property:

- Vacant lots and properties intended for demolition are recorded at an industry determined de minimus value of \$151.
- Residential and commercial properties intended for rehabilitation are recorded at an amount
  equal to half of the total assessed value of the property as listed in the County's real property
  database. Any costs incurred during the rehabilitation process that are determined to add
  value to the property or are generally capitalized under U.S. GAAP are capitalized into
  inventory.

# **Property and Equipment**

Fixed assets acquired by the Lank Bank are capitalized at cost or, in the case of donated assets, at fair value at the date of acquisition and depreciated on a straight-line basis over their useful lives of 5-7 years.

#### Revenue

The Land Bank is primarily funded through grants from the County of Sullivan, local municipalities, and agencies of the State of New York.

## **Contributions**

Contributions received are reported as either revenues without donor restrictions or revenues with donor restrictions depending on the existing and/or nature of any donor restrictions. There were no promises to give for the years ended December 31, 2019 and 2018.

# **Contracts With Customers**

The Land Bank enters into contracts with customers for the sale of rehabilitated land and properties. At December 31, 2019 and 2018, the Land Bank has met the performance obligations in those respective agreements and recognized the corresponding revenue in the Statements of Activities.

# **Functional Expenses**

The Statements of Functional Expenses present expenses by function and natural classification. Expenses directly attributable to a specific functional area of the Land Bank are reported as expenses of those functional areas. A portion of costs that benefit multiple functional areas (indirect costs) have been allocated across programs, management and general, and fundraising expenses. Expenses were allocated by function using a reasonable and consistent approach that was primarily based on the costs attributable by function based on estimated percentage of time and effort, square footage, or full-time equivalent.

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2019 AND 2018

# **Note 1** Summary of Significant Accounting Policies - Continued

# **Functional Expenses**

The Statements of Functional Expenses present expenses by function and natural classification. Expenses directly attributable to a specific functional area of the Land Bank are reported as expenses of those functional areas. A portion of costs that benefit multiple functional areas (indirect costs) have been allocated across programs, management and general, and fundraising expenses. Expenses were allocated by function using a reasonable and consistent approach that was primarily based on the costs attributable by function based on estimated percentage of time and effort, square footage, or full-time equivalent.

# **Tax Exemption**

The Land Bank is exempt from federal income tax under §501(c)(3) of the Internal Revenue Code. In addition, the Land Bank qualifies for the charitable contributions deduction under §170(b)(1)(A) and has been classified as an entity other than a private foundation under §509(a)(2). However, income from certain activities not directly related to the Land Bank's tax-exempt purpose is subject to taxation as unrelated business income. The Land Bank does not believe that it has any uncertain tax positions with respect to these or other matters and has not recorded any unrecognized tax benefits or liability for penalties or interest.

# **Advertising**

Advertising costs are expensed as incurred.

# **New Accounting Pronouncements**

In May 2014, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2014-09, "Revenue from Contracts with Customers" (Topic 606), effective for years beginning after December 15, 2018. This update supersedes existing revenue recognition guidance. Entities should now recognize revenue depicting the transfer of promised goods or services in a manner which reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. In August 2015, FASB issued ASU No. 2015-14. The purpose of this update was to defer the effective date of ASU No. 2014-09. Accordingly, the effective date for non-public entities is for years beginning after December 15, 2018, applied on a retrospective basis.

In June 2018, FASB issued ASU 2018-08, "Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made" (Topic 958). This accounting standard is meant to help nonprofit entities evaluate whether transactions should be accounted for as contributions or as exchange transactions and, if the transaction is identified as a contribution, whether it is conditional or unconditional. ASU 2018-08 clarifies how an organization determines whether a resource provider is receiving commensurate value in return for resources provided. If the resource provider does receive commensurate value, the transaction is an exchange transaction and would follow the guidance under ASU 2014-09 (FASB ASC Topic 606). If no commensurate value is received from the resource provider, the transfer is a contribution. The effective date of this ASU is for years beginning after December 15, 2018. The comparative information has not been restated and continues to be reported under the accounting standards in effect for those reporting periods.

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2019 AND 2018

# **Note 1** Summary of Significant Accounting Policies - Continued

# **New Accounting Pronouncements - Continued**

During the year ended December 31, 2019, the Land Bank adopted the above accounting pronouncements. Where applicable, the previously reported balances have been reclassified to conform to the new pronouncements. The adoption had no effect on the net asset balances previously reported.

#### Reclassification

Certain amounts reported at December 31, 2018 have been reclassified to conform to current year presentation.

# **Subsequent Events**

# **Note 2** Investments

In accordance with §2925(6) of the Public Authorities Law for New York State Public Authorities, the Land Bank reported no investments as of and for the years ended December 31, 2019 and 2018, respectively. Investment policies are reviewed annually.

# **Note 3** Related Parties

The Land Bank is a component unit of the County of Sullivan, but the Land Bank is legally separate from the County. The Directors of the Land Bank include several County legislators and elected or appointed officials of the Villages of Liberty and Monticello. Activity of the Land Bank is included in the combined financial statements of the County.

# **Note 4** Property Inventory

In accordance with §2896(3) of the Public Authorities Law for New York State, the Land Bank reports it owns land and property with a recorded value of \$788,933 and \$138,225 at December 31, 2019 and 2018, respectively. The land is located within the County.

## **Note 5** Grant Revenue

The Land Bank recorded grants as follows at December 31:

	2019	2018
Grant Revenue		
Sullivan County	\$ 100,000	\$ 100,000
Enterprise Community Partners, Inc.	254,750	
New York State Local Initiative Support Corporation	349,922	
Village of Monticello	25,000	
Private Foundations	22,696	360,000
NCST		26,569
	\$ 752,368	\$ 486,569

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 2019 AND 2018

# Note 6 Availability and Liquidity

The following represents the Land Bank's financial assets at December 31:

	2019	2018
Financial Assets at Year End Cash and Cash Equivalents	\$ 37,338	\$ 239,156
Total Financial Assets Available Within One Year	\$ 37,338	\$ 239,156

The Land Bank manages financial assets to be available as its operating expenditures and liabilities come due.

# **Note 7** Restatement of Beginning Net Assets

During the current year, the Land Bank's management re-evaluated the value of Land and Property Inventory, and as a result, management has made the following net asset adjustments as of December 31, 2018:

Beginning Net Position, as Previously Reported	\$ 1,258,729
Restatement of Land and Property Inventory	 (883,640)
Beginning Net Position, as Restated	\$ 375,089

# **Note 8** Change in Accounting Principle

The management of the Land Bank has determined that its previous policy related to the initial recording of real property inventory donated to the organization caused the value of their inventory to be overvalued.

Previously, the Land Bank's policy was to record real property inventory at the estimate of fair market value at the date of the donation plus any costs incurred during the rehabilitation process.

Under the new accounting policy, the Land Bank will record the initial donation of inventory at a de minimus amount (determined by management based upon current industry standards) or at an amount equal to a percentage of the total assessed value of the property (depending on the intended use of the property). See Note 1 - Summary of Significant Accounting Policies - Inventory and Note 7 - Restatement of Beginning Net Assets.

# INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

Board of Directors Sullivan County Lank Bank Corporation Monticello, New York

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Sullivan County Lank Bank Corporation, a component unit of the County of Sullivan (the Land Bank), which comprise the Statements of Financial Position as of December 31, 2019, and the related Statements of Activities, Functional Expenses, and Cash Flows for the years then ended, and the related notes to the financial statements, and have issued our report thereon dated \_\_\_\_\_\_\_\_, 2020.

# Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Land Bank's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Land Bank's internal control. Accordingly, we do not express an opinion on the effectiveness of the Land Bank's internal control.

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 a 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 of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

# Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Land Bank's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

# Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the result of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Respectfully submitted,

Insero & Co. CPAs, LLP Certified Public Accountants

Ithaca, New York \_\_\_\_\_, 2020

# INDEPENDENT AUDITORS' REPORT ON COMPLIANCE WITH \$2925(3)(f) OF THE NEW YORK STATE PUBLIC AUTHORITIES LAW

Board of Directors Sullivan County Land Bank Corporation Monticello, New York

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the Sullivan County Land Bank Corporation, a component unit of the County of Sullivan (the Land Bank), as of and for the years ended December 31, 2019 and 2018, and the related notes to the financial statements, which collectively comprise the Land Bank's basic financial statements, and have issued our opinion thereon dated \_\_\_\_\_\_\_, 2020.

In connection with our audit, nothing came to our attention that caused us to believe the Land Bank failed to comply with the Land Bank's Investment Guidelines, the New York State Comptroller's Investment Guidelines, or §2925 of the New York State Public Authorities Law (collectively, Investment Guidelines), which is the responsibility of the Land Bank's management, insofar as they relate to the financial accounting knowledge of noncompliance with such Investment Guidelines.

This communication is intended solely for the information and use of the Board of Directors and management of the Sullivan County Land Bank Corporation, and the Office of the Comptroller of the State of New York, and is not intended to be, and should not be, used by anyone other than these specified parties.

Respectfully submitted,

Insero & Co. CPAs, LLP Certified Public Accountants

Ithaca, New York \_\_\_\_\_, 2020

# COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE AT THE CONCLUSION OF THE AUDIT

Board of Directors Sullivan County Land Bank Corporation Monticello, New York

We have audited the financial statements of the Sullivan County Land Bank Corporation (the Land Bank), a component unit of the County of Sullivan, for the years ended December 31, 2019 and 2018, and have issued our report thereon dated \_\_\_\_\_\_, 2020. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated January 29, 2020. Professional standards also require that we communicate to you the following information related to our audit.

# **Significant Audit Matters**

# Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Land Bank are described in Note 1 to the financial statements. As described in Note 1, the Land Bank adopted Financial Accounting Standards Board (FASB) Accounting Standards Update (ASU) No. 2014-09, "Revenue from Contracts with Customers" (Topic 606), as amended, and has applied the changes retrospectively. Additionally, the Land Bank also adopted FASB ASU No. 2018-08, "Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made" (Topic 958), as amended, and has applied the changes on a modified prospective basis. As described in Notes 7 and 8, the Land Bank changed the method of valuing the initial of value of property received during 2019. We noted no transactions entered into by the Land Bank during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements are the valuation of land and property and allocation of functional expenses.

Management's estimate of the valuation of land and property is based on assessed and realizable values. Management's estimates of the allocation of functional expenses are based on time and effort, square footage, and full-time equivalent. We evaluated the key factors and assumptions used to develop the valuation of land and property and allocation of functional expenses estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements was:

The disclosure of land and property inventory, restatement, and change in accounting principle, detailed in Notes 4, 7, and 8 to the financial statements.

The financial statement disclosures are neutral, consistent, and clear.

# Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

# Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no misstatements detected as a result of our audit procedures.

# Disagreements With Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

# Management Representations

We have requested certain representations from management that are included in the management representation letter dated \_\_\_\_\_\_\_, 2020.

# Management Consultations With Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Land Bank's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

# Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Land Bank's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the information and use of the Board of Directors, and other regulatory agencies and is not intended to be, and should not be, used by anyone other than these specified parties.

Respectfully submitted,

Insero & Co. CPAs, LLP Certified Public Accountants

Ithaca, New York \_\_\_\_\_, 2020





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BOARD OF DIRECTORS
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Anna Milucky, Secretary
Nancy Buck
Vicky Ferguson
Sims Foster
Alan Sorensen
Ira Steingart
Vacancy

EXECUTIVE DIRECTOR Jill M. Weyer

Vacancy

#### MISSION STATEMENT

Our mission is to strategically acquire tax delinquent, foreclosed, vacant and abandoned properties; eliminate barriers to their redevelopment; and sell the rehabilitated properties to new, responsible owners in a transparent manner that results in outcomes consistent with County and local land use goals and priorities. Initial work will focus on the Villages of Monticello and Liberty, where the need is greatest.

March 27, 2020

Insero & Co. CPAs, LLP 401 East State Street, Suite 500 Ithaca, New York 14850

This representation letter is provided in connection with your audits of the financial statements of the Sullivan County Land Bank Corporation, a component unit of the County of Sullivan (the Land Bank), which comprise the Statements of Financial Position as of December 31, 2019 and 2018, and the related Statements of Activities, Functional Expenses, and Cash Flows for the years then ended, and the related notes to the financial statements, for the purpose of expressing an opinion 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, as of March 27, 2020, the following representations made to you during your audits.

#### **Financial Statements**

- 1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 29, 2020, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- 2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
- We acknowledge our responsibility for 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.
- 4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- 5. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.

- 6. Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
- 7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
- 8. Adjustments or disclosures have been made for all events, including instances of noncompliance, subsequent to the date of the financial statements that would require adjustment to or disclosure in the financial statements.
- 9. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
- 10. Material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
- 11. Guarantees, whether written or oral, under which the Land Bank is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.
- 12. Upon implementation of Accounting Standards Update (ASU) 2014-09, revenue from contracts with customers has been appropriately accounted for and disclosed in accordance with Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 606, "Revenue from Contracts with Customers." All contracts underlying revenue recognized in the financial statements have commercial substance and have been approved by appropriate parties. We have considered side agreements, implied promises, and unstated customary business practices in identifying performance obligations in the contracts. We have sufficient and appropriate documentation supporting all estimates and judgments underlying the amount and timing of revenue recognized in the financial statements.
- 13. We have implemented Accounting Standards Update (ASU) 2018-08, "Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made" (Topic 958), during the audit period. We have implemented the ASU in accordance with the transition guidance prescribed in the ASU. We have sufficient and appropriate documentation supporting all estimates and judgements underlying the amounts recorded and disclosed in the footnotes.
- 14. We agree with the restatement of the previously issued financial statements discussed in Notes 7 and 8 to describe changes in the method of valuing property received.
- 15. We do not believe it is necessary to recall those financial statements and all users of those financial statements will receive a copy of the current year's financial statements and Independent Auditors' Report.

## **Information Provided**

- 16. 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. Additional information that you have requested from us for the purpose of the audit.
  - c. Unrestricted access to persons within the Land Bank from whom you determined it necessary to obtain audit evidence.
  - d. Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.

- 17. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
- 18. 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.
- 19. We have no knowledge of any fraud or suspected fraud that affects the Land Bank 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.
- 20. We have no knowledge of any allegations of fraud or suspected fraud affecting the Land Bank's financial statements communicated by employees, former employees, grantors, regulators, or others.
- 21. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
- 22. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
- 23. We have disclosed to you the identity of the Land Bank's related parties and all the related party relationships and transactions of which we are aware.
- 24. The Land Bank 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.
- 25. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.
- 26. Sullivan County Land Bank Corporation is an exempt organization under §501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the Land Bank's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up to date.
- 27. In regard to the preparation of the financial statements and related notes, and the preparation of the federal and state information returns services performed by you, we have:
  - a. Assumed all management responsibilities.
  - b. Designated an individual within senior management who has suitable skill, knowledge, or experience to oversee the services.
  - c. Evaluated the adequacy and results of the services performed.
  - d. Accepted responsibility for the results of the services.

Signed:	Sie M. Wuye	
	$\circ$	
Title:	Executive Director	