

2013
ANNUAL REPORT

SARATOGA SPRINGS
CITY CENTER AUTHORITY



2013 ANNUAL REPORT
PRESENTED BY
2014 CITY CENTER AUTHORITY

JOSEPH F. DALTON, Jr., *Chair*

RICHARD L. HIGGINS, *Vice Chair*

ROGER GOLDSMITH, *Secretary*

SUSAN FARNSWORTH

J. THOMAS ROOHAN

SHELBY SCHNEIDER

CHARLES WHEELER

MAYOR JOANNE YEPSEN, *Ex-Officio*

TODD GAROFANO, PRESIDENT, SARATOGA CONVENTION & TOURISM BUREAU, *Ex-Officio*

CITY CENTER STAFF

MARK E. BAKER
President

JUDY LECAIN
Director of Sales

RYAN MCMAHON
Operations Manager

March 12, 2014

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SARATOGA SPRINGS CITY CENTER

522 BROADWAY
SARATOGA SPRINGS □ NEW YORK 12866-2247
(518) 584-0027 □ FAX (518) 584-0117

MARK E. BAKER
President

March 12, 2014

Dear Friends of the City Center

As we celebrate the 30th anniversary of the Center, it is time to look back and ask, “who, what, when, where, and why”.

After the old Convention Hall was destroyed by fire in 1965, the community began discussions, research, and debates about a new center for the City. In the early 1980’s the debates ended, and the construction of a new state of the art facility began.

The early leaders had a vision and created a plan that would assure that the City’s residents would not pay a penny for the construction and future maintenance of the Center. The promise has been fulfilled, and will continue into the future. Today the Center is one of the few convention facilities in the nation that continues to sustain a positive financial position.

Prior to the 1983 construction of the new facility, Mark Baker was brought on board as Executive Director, to head up a team to sell, operate, and maintain the property. In 2013 his team logged- in 230 rental days at the Center, a major success.

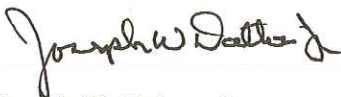
Rather than sitting on its laurels, the City Center Authority in 2009 redesigned and expanded the original facility creating a larger, re-newed state of the art venue. And in 2013 the Board of Directors authorized action to create a new parking facility, adjacent to the Center to sustain the facility’s ongoing success.

One of the many benefits of the City Center’s 30 years of successful operation is bringing thousands of Saratoga Springs residents and out of town guests to our downtown business community, creating an “economic engine” that attracts tens of millions of dollars of positive economic impact, hundreds of jobs in our downtown, and sales taxes for the City, along with pride and activities for our citizens and visitors.

A special salute to those volunteers, elected officials, and Center staff who, over the past 30 years, have had a hand in creating the success we call the Saratoga Springs City Center.

Happy 30th Anniversary!

Sincerely,



Joseph W. Dalton, Jr.
Chairman
City Center Authority

**Summary of 2013
January 1 - December 31**

I. Guests

Total City Center Guests		153,638
Convention Guests (Lodged)	18,302	
Day Guests	135,336	

II. Economic Impact

Potential Sales Generated***		\$ 28,229,661.36
Convention Guest Spending*	\$ 16,192,877.52	
Day Guest Spending**	\$ 12,036,783.84	
 New Sales Tax Revenues		 \$ 1,976,076.30
State 4.00%	\$ 1,129,186.45	
County 1.50%	\$ 423,444.92	
City 1.50%	\$ 423,444.92	

III. In 2013, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	57	
Trade Shows - Industry	6	
Gate Shows	27	
Banquets	31	
Special Events	27	
 Total Number of Events		 148

2013 Event Breakout

47 First Time Events	32%	
101 Return Events	68%	
 Total Number of Paid Event Days		 230.00
Total Number of Building Use Days		291.25
 Public Service Events	 13	

*Based on Saratoga Convention Bureau figure of \$348.33 per convention guest spending per day and association spending per delegate for 2.54 days; \$884.76 total spending.

**Based on National Statistics of \$88.94 per person, per day for non-lodged guests.

***Figures do not include money spent on non City Center hosted business such as smaller independent hotel groups, motor coach tours, sporting events, etc.

**Summary of 2012
January 1 - December 31**

I. Guests

Total City Center Guests		142,404
Convention Guests (Lodged)	21,857	
Day Guests	120,547	

II. Economic Impact

Potential Sales Generated***		\$ 30,059,649.50
Convention Guest Spending*	\$ 19,338,199.32	
Day Guest Spending**	\$ 10,721,450.18	
 New Sales Tax Revenues		 \$ 2,104,175.47
State 4.00%	\$ 1,202,385.98	
County 1.50%	\$ 450,894.74	
City 1.50%	\$ 450,894.74	

III. In 2012, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	71	
Trade Shows - Industry	7	
Gate Shows	25	
Banquets	22	
Special Events	25	
 Total Number of Events		 150
 2012 Event Breakout		
40 First Time Events	27%	
110 Return Events	73%	
 Total Number of Paid Event Days		 256.75
Total Number of Building Use Days		294.50
 Public Service Events	 10	

*Based on Saratoga Convention Bureau figure of \$348.33 per convention guest spending per day and association spending per delegate for 2.54 days; \$884.76 total spending.

**Based on National Statistics of \$88.94 per person, per day for non-lodged guests.

***Figures do not include money spent on non City Center hosted business such as smaller independent hotel groups, motor coach tours, etc.

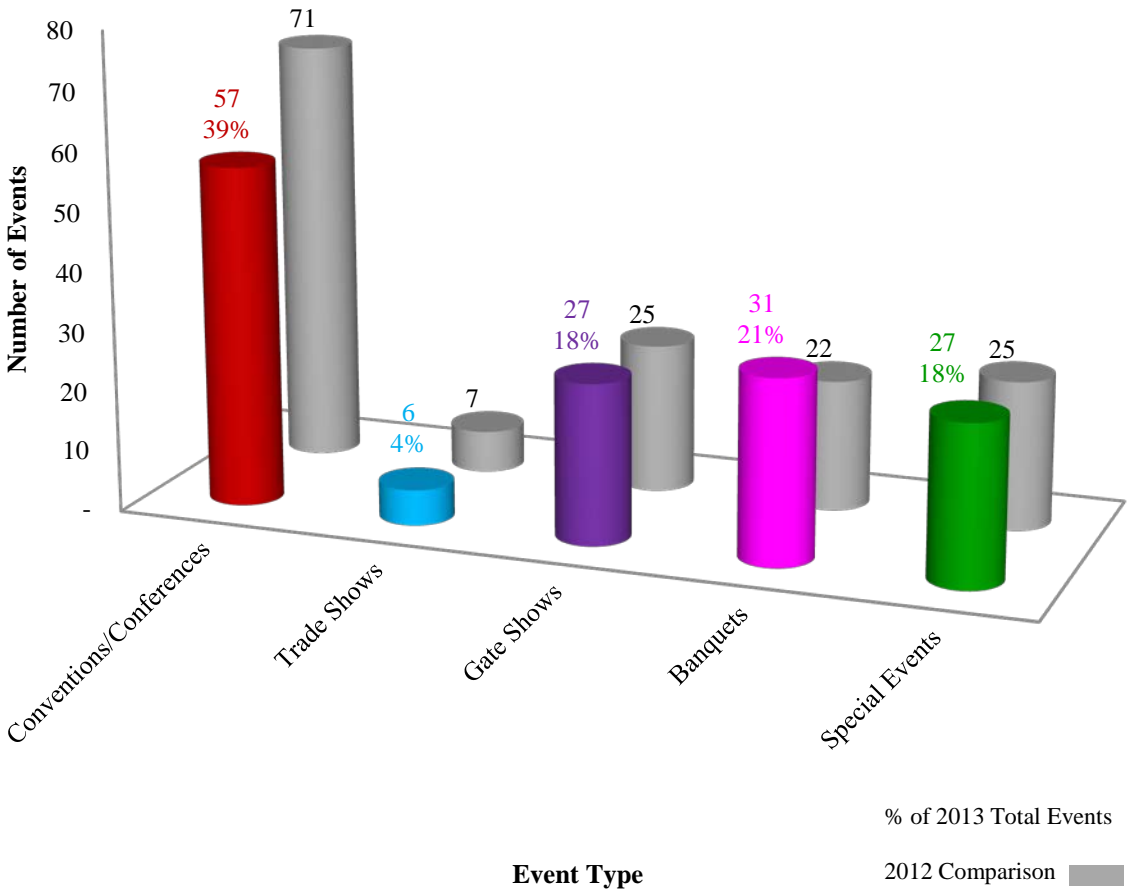
History

Year	Number of Events	Number of Event Days	Number of Building Use Days
1984	24*	43.50	63.00
1985	60	101.00	149.00
1986	81	121.00	160.00
1987	109	143.50	183.50
1988	102	142.50	180.00
1989	112	154.75	208.25
1990	110	155.50	193.50
1991	91	142.50	172.00
1992	91	138.00	169.75
1993	93	141.50	180.75
1994	105	155.50	180.00
1995	98	141.00	186.75
1996	107	148.50	182.00
1997	94	150.75	191.75
1998	101	190.25	233.75
1999	98	159.75	207.50
2000	101	171.75	216.00
2001	99	164.50	215.25
2002	101	168.50	214.50
2003	109	186.75	228.00
2004	107	176.75	219.50
2005	100	161.50	199.00
2006	107	166.00	206.75
2007	115	181.50	225.25
2008	122	188.25	231.75
2009	106	178.25	216.75
2010	102	167.25	202.25
2011	136	207.25	248.50
2012	150	256.75	294.50
2013 Actual	148	230.00	291.25
2014e	105	221.50	285.50

* Excludes 60 opening and free community activities

^e Estimate: Budgeted for 2014

2013 Market Segments



SARATOGA SPRINGS CITY CENTER 2013 ACCOMPLISHMENTS

2013 had an aggressive start and never stopped. Our facility hosted 148 events that kept the building busy for 291.25 days out of the year. Our goal is to fill those empty days in 2014.

The City Center continues to partner with the Saratoga Springs High School’s Career Exploration Internship Program. Brittany Harran our fall 2013 intern was remarkable as she fit herself into the City Center’s culture and work schedule. We had her do it all from pre-event meetings to clean up at the end. She worked with all departments in our building and we are convinced she will go far in the hospitality field.

Our partners in the community – The Saratoga Convention and Tourism Bureau, The Saratoga County Chamber of Commerce, City Elected and Civic Leaders and our Hotel Associates helped the City Center meet our goals to fill our facility with events that bring guests and delegates to Saratoga Springs all year long. During 2013, this partnership worked tirelessly and helped confirm the following events for future use of the City Center:

• Northeast Organic Farming Association of NY	January	2015
• United Jewish Federation	May	2015
• Fourth District Dental Society	May	2015
• AHC Group, Inc.	June	2015
• New York State Health Facilities	June	2015
• Destinations of NY	September	2015
• NYS School Superintendents	September	2015
• HB Davis Seed Company	September	2015
• NYS Association of School Buildings & Grounds	October	2015
• Alcoholism & Substance Abuse Providers of NYS	October	2015
• NYS Association of Foreign Language Teachers	October	2015
• NYS Teachers Retirement System	November	2015
• NYS Speech-Language-Hearing Association	April	2016
• Credit Union Association of NY	June	2016
• NYS Association of School Buildings & Grounds	September	2016
• NYS School Superintendents	September	2016
• Alcoholism & Substance Abuse Providers of NYS	October	2016
• NYS Teachers Retirement System	November	2016
• NYS Speech-Language-Hearing Association	April	2017
• NYS School Superintendents	September	2017
• NYS Association of School Buildings & Grounds	October	2017
• NYS Teachers Retirement System	November	2017
• NYS Speech-Language-Hearing Association	April	2018
• Credit Union Association of NY	June	2018
• NYS School Superintendents	September	2018

The City Center also has verbal commitments from the following groups who will host events at our facility in future years:

- | | | |
|--|----------|------|
| • United University Professions | April | 2015 |
| • American Association of State Highway Transportation Officials | April | 2015 |
| • Empire State College Graduation | June | 2015 |
| • American Planning Association – Upstate NY Chapter | June | 2015 |
| • DeCrescente Distributors Co. | December | 2015 |
| • United University Professions | May | 2016 |
| • NYS Association of Foreign Language Teachers | November | 2019 |

In 2013, 68% of our business consisted of repeat customers who have used the City Center in the past. 47 events came to the City Center for the first time. Our ability to host Special Parties and Corporate Events will assist in continuing to grow this segment of our business:

- Continental Chess
- Congressman Tonko Town Hall Meeting
- Kinney Drugs
- Community Walk for Cancer
- Saratoga County Bar Association Mock Trials
- Oppenneer Bat Mitzvah
- Saratoga 150 – Press Conference
- Department of Corrections; Friends of Brian Fisher
- Shenendehowa High School Senior Prom
- Wilton Kiwanis Club
- RPI Senior Banquet
- Connecticut Section American Waterworks Association
- Saratoga Comprehensive Plan Meeting
- Convention Bureaus of NYS DMAI Meeting
- Skidmore 50th Reunion
- Shenendehowa High School Junior Prom
- NYRA – Special Hearing
- AHC Group
- Glaser Wedding Reception
- Northshire Books
- Marotta Wedding Reception
- NYRA – Public Hearing
- Siemens Industry
- Ares Promotions
- Gordon Wedding Reception
- Saratoga 150 – Bettor’s Ball
- Artisan Direct
- USA Swimming
- United University Professions
- Hyland- Hannon Wedding Reception
- Global Foundries
- Stephenson Wedding Reception
- St. Gobain
- NYS Unified Court System

- Northeast Section American Urological Association
- Chamber Community Boards Meeting
- Hellman Bat Mitzvah
- Lions Club of Saratoga Gaming Night
- Malta Ambulance Corps
- Saratoga Springs Police Department Training
- Saratoga Hospital – Retirement Party
- Old Wolf’s Run
- TRAINOR Associates
- Molineaux – Morrison Wedding Ceremony
- Regeneron Pharmaceuticals Holiday Party
- Nancy’s 50th Birthday Party
- Chamber/Bureau Gambling Public Forum

Over the past 30 years, many clients have returned to the City Center time and time again. We welcome them each year and look forward to their continuing return:

- | | |
|--|---------------|
| • Trans World Entertainment | Over 20 Years |
| • NEACA, Inc. | Over 20 Years |
| • Saratoga County Chamber of Commerce | Over 20 Years |
| • Rotary Club of Saratoga | Over 20 Years |
| • WSWHE BOCES | Over 20 Years |
| • Empire State College | Over 20 Years |
| • Associated General Contractors | Over 20 Years |
| • Quandt’s Foodservice Providers, Inc. | Over 20 Years |
| • Curtis Lumber Company | Over 20 Years |
| • Capital District Youth for Christ | Over 20 Years |
| • NYS Athletic Administrators Association | Over 20 Years |
| • Empire Baptist Congress | Over 20 Years |
| • Saratoga Springs High School Junior-Senior Prom | Over 20 Years |
| • HB Davis Seed Company | |
| | |
| • Hudson Mohawk Traditional Dancers | Over 15 Years |
| • Leading Age NY | Over 15 Years |
| • Schuylerville High School Graduation | Over 15 Years |
| • Fourth District Dental Society | Over 15 Years |
| • Catholic Charities of Saratoga, Warren & Washington Counties | Over 15 Years |
| • Northeast Souvenir Salesman Association | Over 15 Years |
| | |
| • Adirondack North Country Association | Over 10 Years |
| • NY Section American Water Works Association | Over 10 Years |
| • Saratoga Economic Development Corporation | Over 10 Years |
| • Alpin Haus | Over 10 Years |
| • Northeast Woodworkers Association | Over 10 Years |
| • NYS Association of School Business Officials | Over 10 Years |
| • NYS Council of School Superintendents | Over 10 Years |
| • NYS Association of School Buildings & Grounds | Over 10 Years |
| • NYS Teachers Retirement System | Over 10 Years |

Following each event at the City Center, we issue a survey asking our clients to rate our performance in terms of both facility and service. The surveys also give an indication of how our community performs as a host destination. Here we share some of our planner's comments:

Corporate client Trip Powell representing HB Davis commented:

“Consistently excellent, which is why we come back!”

Phil Bibeau with the Biomass Thermal Energy Council stated:

“This is the perfect facility to hold a function. They make the Meeting Planners job worry free.”

New corporate client Siemens Industry, INC. representative had this to say:

“...all did a stupendous job.”

Jessica Connelly with the Shenendehowa School System observed:

“We were so excited at how well prom went on Saturday!....We could not have pulled it off without you!”

The Saratoga County Bar Association hosted their High School Mock Trial Competition here in April. Planner Matt Coseo remarked:

“...facility was set-up perfectly, could not have been more accommodating...”

The following groups/events were hosted as a Public Service to the Community:

- City of Saratoga Springs State of the City Address
- Chowderfest 2013
- Saratoga Convention & Tourism Bureau Co-op Sales Meeting
- Saratoga Convention & Tourism Bureau Annual Dinner
- Community Walk for Cancer
- Saratoga 150
- SEDC
- Saratoga Comprehensive Plan Meeting
- Convention Bureaus of NYS DMAI Meeting
- Saratoga Convention & Tourism Bureau Annual Fam Tour
- Chamber Community Boards Meeting
- City of Saratoga Springs Election Polling Location
- Victorian Street Walk

Contributing to the success of the City Center is the long term tenure of our Full-Time staff. Our clients remark that it is nice to return and recognize faces:

• Mark E. Baker, President	1983	31 Years
• Judy LeCain, Director of Sales	1986	28 Years
• Norm Current, Senior Building Supervisor	1988	26 Years
• Terence Gonzalez	1989	25 Years
• Darren Fuller	1997	17 Years
• Andrea Gardner, Sales Manager	1998	16 Years
• Donna Barone, Finance Manager	2004	10 Years
• Rebecca Vickery, Office Manager	2005	9 Years
• Shelby King, Building Supervisor	2009	5 Years
• Ryan McMahon, Operations Manager	2011	3 Years
• Lauren Rowland, Sales Manager	2012	2 Years

Staff Professional Development

Saratoga County Chamber of Commerce Health Care Seminar
IAVM District Conference – Charlotte, NC
Meeting Planners International of NENY – Hot Technology Trends for the Meeting Professional

Sales and Marketing Activities

Off-site Sales Calls and Client Visits for convention/conference and trade association leads
On-site Sales Tours for weddings, corporate and specialty parties
Meetings and events sponsored by the Empire State Society of Association Executives (ESSAE)
Meetings and events sponsored by Meeting Planners International of NENY (MPI)
Co-op Sales Meetings with the Saratoga Convention & Tourism Bureau and facility Sales Directors
Scheduled meetings with the Director of Catering & Convention Services of the Saratoga Hilton
Regular meetings with the Sales Department of the Saratoga Hilton
Sales and Marketing coordination with Saratoga County Tourism, Saratoga Convention & Tourism Bureau and Saratoga County Chamber of Commerce
Regular meetings with the Sales Department of the City Center and the Saratoga Convention & Tourism Bureau
Pre-Convention meetings with the Saratoga Hilton Staff and incoming clients

Member of the following Professional Organizations

International Association of Venue Managers
Meeting Planners International of NENY
Empire State Society of Association Executives
Saratoga County Chamber of Commerce
Saratoga Economic Development Corporation
Saratoga Convention & Tourism Bureau

Volunteer and Civic Involvement

Served on Committees for the following Events:

Bartenders' Ball
Allegiance Bowl Organizing Committee
Saratoga EOC Annual Spring Fling – Co-chair
Women of Influence – Selection committee
Saratoga Arts Fest
Saratoga "150" Anniversary Committee

Member of the Board/Committee for the following Associations:

Saratoga Convention & Tourism Bureau
Saratoga County Tourism Advisory Board
Saratoga Golf & Polo Club – 1st Vice President
Saratoga National Little League
Saratoga County Agricultural Society
Greenfield Community Business Association
Saratoga County Chamber of Commerce; Young Professionals Network Task Force

Member of the following Civic Organizations

Flower & Fruit Mission of Saratoga Hospital, Treasurer

St. Paul's Lutheran Church

Saratoga Preservation Foundation

Wilton Wildlife Preserve and Park

Saratoga Springs Downtown Business Association

Saratoga Historical Society

Saratoga Arts

National Museum of Racing

Greenfield Grange #807, Secretary

**Building Deposits
December 2013**

Jul-04	Black Diamond	Catering	1,000.00
Jul-08	Esperanto	Catering	1,000.00
Aug-06	Extreme Concessions Catering	Catering	1,000.00
Apr-96	Glen Sanders	Catering	1,000.00
Jan-08	Hattie's Restaurant	Catering	1,000.00
Aug-04	Herberts at Birch Hill	Catering	1,000.00
Feb-00	Holiday Inn	Catering	1,000.00
Sep-05	Lily and the Rose	Catering	1,000.00
Jan-05	Longfellows	Catering	1,000.00
Sep-04	Mannings Menu	Catering	1,000.00
Nov-06	Nicole's Restaurant	Catering	1,000.00
Aug-08	Panera Bread	Catering	1,000.00
Apr-01	Prestige	Catering	1,000.00
Sep-91	Prime Mgt. (Sheraton)	Catering	1,000.00
Apr-10	United Jewish Federation	Catering	1,000.00
May-06	Saratoga National Golf Club	Catering	1,000.00
Apr-07	Saratoga Polo	Catering	1,000.00
Sep-05	Allerdice Rent-All	Decorating	1,000.00
Aug-05	Clifton Park Rental	Decorating	1,000.00
Aug-05	Great Lakes Events	Decorating	1,000.00
Mar-05	Hale Northeastern	Decorating	1,000.00
Feb-05	Spectrum Assoc	Decorating	1,000.00
Oct-05	Total Events	Decorating	1,000.00
Aug-97	Prime Mgt. (Sheraton)	Open	700.00
Mar-13	Alpin Haus-147	Jan-14	500.00
Mar-13	NE Organic Farmers-741	Jan-14	500.00
May-13	Capital District Youth for Christ-674	Jan-14	500.00
May-13	Saratoga Arts-First Night-084	Jan-14	500.00
Jun-13	NEACA, Inc.-231A	Jan-14	500.00
Jun-13	Saratoga Chamber Dinner-069D	Jan-14	500.00
Jun-13	NE Organic Farming-741	Jan-14	5,437.50
Jul-13	Alpin Haus-147	Jan-14	3,000.00
Jul-13	Saratoga Chamber Dinner-069D	Jan-14	987.50
Oct-13	Saratoga Arts-First Night-084	Jan-14	1,150.00
Oct-13	Capital District Youth for Christ-674	Jan-14	3,000.00
Nov-13	Saratoga Arts-First Night-084	Jan-14	1,175.00
Nov-13	NE Organic Farming-741	Jan-14	6,512.50
Dec-13	NEACA, Inc.-231A	Jan-14	6,500.00
Dec-13	Alpin Haus-147	Jan-14	3,500.00
Dec-13	Capital District Youth for Christ-674	Jan-14	3,500.00
Jan-13	Hudson-Mohawk Trad. Dances-508	Feb-14	500.00
Mar-13	Empire Baptists-003	Feb-14	500.00
Apr-13	Affordable Comfort-734A	Feb-14	500.00
Jul-13	DVRC-Bartenders Ball-069F	Feb-14	500.00
Jul-13	Hudson-Mohawk Trad. Dances-508	Feb-14	5,150.00
Jul-13	Townsquare Lifestyle Events-699	Feb-14	500.00
Jul-13	Affordable Comfort-734A	Feb-14	2,425.00
Aug-13	Bartender's Ball-069F	Feb-14	1,375.00
Aug-13	Townsquare Live Events-699	Feb-14	2,375.00

**Building Deposits
December 2013**

Aug-13	Empire Baptist Congress-003	Feb-14	1,600.00
Dec-13	YMCA Professionals-102	Feb-14	2,000.00
Dec-13	Bartender's Ball-069F	Feb-14	1,875.00
Dec-13	D.A. Collins-795	Feb-14	2,200.00
Aug-10	NYS Athletic Administrators-276	Mar-14	500.00
Mar-11	NYS Recreation & Park-460	Mar-14	500.00
May-13	DA Collins-795	Mar-14	500.00
May-13	NYS Recreation & Parks-460	Mar-14	2,800.00
May-13	NE Woodworkers-037	Mar-14	500.00
Jun-13	NEACA, Inc.-231A	Mar-14	500.00
Jun-13	Saratoga Rotary Club-395A	Mar-14	500.00
Jun-13	John Deere Landscapes-039	Mar-14	500.00
Jul-13	Empire State College-110A	Mar-14	500.00
Aug-13	Potvin Wedding & Reception-5017	Mar-14	2,300.00
Aug-13	American Red Cross of NENY-020	Mar-14	500.00
Aug-13	John Deere Landscapes-039	Mar-14	1,450.00
Aug-13	DA Collins-795	Mar-14	1,700.00
Sep-13	American Red Cross-020	Mar-14	900.00
Sep-13	Adirondack Sports & Fitness	Mar-14	500.00
Sep-13	Kinney Drugs-745	Mar-14	500.00
Sep-13	Saratoga Home & Lifestyle-395A	Mar-14	6,800.00
Sep-13	Athletic Administrators-276	Mar-14	2,300.00
Oct-13	Adirondack Sports & Fitness-711-Credit	Mar-14	500.00
Oct-13	NE Woodworkers-037	Mar-14	5,500.00
Oct-13	American Heart Assn-006	Mar-14	1,400.00
Oct-13	Kinney Drugs-743	Mar-14	3,137.50
Oct-13	Empire State College-110A	Mar-14	3,900.00
Nov-13	Continental Chess-762	Mar-14	1,162.00
Dec-13	Axel F. Sondhof-100	Mar-14	950.00
Aug-10	NYS Speech-Language-081	Apr-14	500.00
Jun-11	NYS Town Clerks Assn-468	Apr-14	500.00
May-13	Curtis Lumber-598	Apr-14	500.00
May-13	Spaulding & Rogers-565	Apr-14	500.00
May-13	Saratoga Job Fair-437	Apr-14	500.00
Jun-13	Saratoga Hospital-416A	Apr-14	500.00
Jun-13	ANCA-119	Apr-14	500.00
Jul-13	Saratoga Hospital-416B	Apr-14	500.00
Jul-13	NYS Assn of Vet Techs-817	Apr-14	500.00
Jul-13	Saratoga Hospital-416B	Apr-14	412.50
Aug-13	NYS Art Teachers-266	Apr-14	500.00
Sep-13	NYS Town Clerks-468	Apr-14	2,850.00
Sep-13	Saratoga Hospital-416A	Apr-14	412.50
Sep-13	Curtis Lumber-598	Apr-14	1,600.00
Oct-13	ANCA-119	Apr-14	2,175.00
Oct-13	Spaulding & Rogers-565	Apr-14	3,700.00
Oct-13	NYS Assn of Vet Techs-817	Apr-14	3,300.00
Oct-13	NYS Art Teachers-266	Apr-14	900.00
Oct-13	Bureau of Education & Research-205	Apr-14	500.00
Oct-13	Saratoga Job Fair-437	Apr-14	175.00
Nov-13	NYS Speech-Language-081	Apr-14	3,700.00
Nov-13	Saratoga Bridges-027	Apr-14	1,037.50
Nov-13	Northway Fellowship-618	Apr-14	500.00
Dec-13	Townsquare Lifestyle-699	Apr-14	1,875.00
Dec-13	Saratoga-Wilton Kiwanis Club-190	Apr-14	500.00

**Building Deposits
December 2013**

Aug-12	ESAAL-479	May-14	500.00
Oct-12	NYS Health-system Pharmacists-338	May-14	500.00
Nov-12	NYS Local Govt IT Directors-634	May-14	500.00
Dec-12	Saratoga High School-420A	May-14	500.00
Jan-13	NYS Transportation Engineers-261	May-14	500.00
Mar-13	Fourth District Dental-504	May-14	500.00
Jul-13	Shenendehowa School District-433B	May-14	500.00
Jul-13	Shenendehowa School District-433A	May-14	500.00
Aug-13	SEMI-180	May-14	500.00
Sep-13	SEDC-295	May-14	500.00
Oct-13	United Jewish Federation-783	May-14	500.00
Oct-13	Empire State Assn of Assisted Living-479	May-14	1,475.00
Oct-13	Saratoga High School-420A	May-14	900.00
Oct-13	Shenendehowa School District-433A	May-14	900.00
Nov-13	Fourth District Dental-504	May-14	4,600.00
Nov-13	NYS Health-System Pharmacists-338	May-14	3,000.00
Nov-13	SEMI-180	May-14	1,950.00
Nov-13	Shenendehowa School District-433B	May-14	500.00
Dec-13	NYS Transportation Engineers-261	May-14	2,425.00
Dec-13	Gordon Bar Mitzvah-6006	May-14	1,050.00
Dec-13	SEDC-295	May-14	2,312.50
May-12	US Court of Appeals-465	Jun-14	500.00
Aug-12	NYS ASBO-547	Jun-14	500.00
Aug-12	Empire State College-110	Jun-14	500.00
Jan-13	Leading Age-658	Jun-14	500.00
Mar-13	AHC Group-810	Jun-14	500.00
Jun-13	CUANY-277	Jun-14	500.00
Jul-13	BOCES-113D	Jun-14	500.00
Aug-13	Assoc. of Proprietary Colleges-204	Jun-14	500.00
Aug-13	Hoosic Valley School District	Jun-14	500.00
Oct-13	Schuylerville School District-430B	Jun-14	500.00
Nov-13	Assn of Proprietary Colleges-204	Jun-14	450.00
Nov-13	Schuylerville School District-430B	Jun-14	1,150.00
Nov-13	Hoosic Valley School District-768	Jun-14	900.00
Dec-13	BOCES-113D	Jun-14	900.00
Dec-13	NYS ASBO-547	Jun-14	4,475.00
Dec-13	Stillwater School District-732	Jun-14	500.00
Dec-13	Empire State College-110	Jun-14	2,800.00
Dec-13	Leading Age-658	Jun-14	2,737.50
Dec-13	Stillwater School District-732	Jun-14	900.00
Dec-13	Old Wolfs Run-820	Aug-14	500.00
May-10	NYS COSS-088	Sep-14	500.00
Jan-13	School Facilities Mgmt-128	Sep-14	500.00
Jun-13	Albany Medical College-049	Sep-14	2,000.00
Oct-13	Destinations of NY-823	Sep-14	500.00
Dec-13	NY Public Transit-257	Sep-14	500.00
Apr-12	Nurse Practitioner of NYS-517	Oct-14	500.00
Sep-12	NY School Nutrition-427	Oct-14	500.00
Jun-13	Alcoholism & Substance Abuse-311	Oct-14	500.00
Sep-13	Deseret Book Company-809	Oct-14	500.00
Oct-13	Saratoga Job Fair-437	Oct-14	500.00
Oct-13	NESSA-174	Oct-14	500.00
Oct-13	HB Davis Seed-091	Oct-14	500.00

**Building Deposits
December 2013**

Nov-13	Saratoga Rotary Foundation-395C	Oct-14	500.00
Dec-13	Daily Gazette-374	Oct-14	500.00
Dec-13	Leto/Bertholf Wedding-5024	Oct-14	1,050.00
Aug-10	NYS Congress of Parents & Teachers-281	Nov-14	500.00
Oct-11	NYS Teachers Retirement-149	Nov-14	500.00
Jul-12	NY Library Assn-260	Nov-14	500.00
Jul-13	Foundation for Long Term Care-658A	Nov-14	500.00
Oct-13	Hilton/Leading Age-658A	Nov-14	500.00
Jul-13	AGC-607	Dec-14	500.00
Dec-13	Catholic Charities-077B	Dec-14	500.00
Mar-13	NE Organic Farmers-741	Jan-15	500.00
Jan-11	NYS Athletic Administrators-276	Mar-15	500.00
Apr-13	NY Recreation & Park Society-460	Mar-15	500.00
Oct-12	American Waterworks-688	Apr-15	500.00
Nov-12	NYS Local Govt IT Directors-634	May-15	500.00
Mar-13	Fourth District Dental-504	May-15	500.00
Oct-13	United Jewish Federation-783	May-15	500.00
Aug-12	NYS ASBO-547	Jun-15	500.00
Mar-13	AHC Group-810	Jun-15	500.00
Jun-13	NYS Health Facilities-614	Jun-15	500.00
Jul-13	NYS COSS-088	Sep-15	500.00
Oct-13	HB Davis Seed-091	Sep-15	500.00
Sep-11	Cerebral Palsy-777	Oct-15	500.00
Jun-13	Alcoholism & Substance Abuse-311	Oct-15	500.00
Jul-13	SFMI-128	Oct-15	500.00
Apr-13	NYS Foreign Language Teachers-514	Oct-15	500.00
Dec-12	LASTSFA-580	Nov-15	500.00
May-13	NYS Teachers Retirement-149	Nov-15	500.00
Oct-12	American Waterworks-688	Apr-16	500.00
Oct-12	NYS Health-system Pharmacists-338	Apr-16	500.00
Oct-12	NYS Town Clerks-468	Apr-16	500.00
Sep-13	NYS Speech-Language-081	Apr-16	500.00
Nov-12	NYS Local Govt IT Directors-634	May-16	500.00
Jul-12	NY Holstein Assn-122	Jun-16	500.00
Aug-12	NYS ASBO-547	Jun-16	500.00
Jun-13	CUANY-277	Jun-16	500.00
Jul-13	NYS COSS-088	Sep-16	500.00
Jul-13	SFMI-128	Sep-16	500.00
Jun-13	Alcoholism & Substance Abuse-311	Oct-16	500.00
Sep-13	NYS Teachers Retirement-149	Nov-16	500.00

**Building Deposits
December 2013**

Oct-12	American Waterworks-688	Apr-17	500.00
Sep-13	NYS Speech-Language-081	Apr-17	500.00
Jul-13	NYS COSS-088	Sep-17	500.00
Jul-13	SFMI-128	Oct-17	500.00
Sep-13	NYS Teachers Retirement-149	Nov-17	500.00
Sep-13	NYS Speech-Language-081	Apr-18	500.00
Jun-13	CUANY-277	Jun-18	500.00
Jul-13	NYS COSS-088	Sep-18	500.00
	Total Deposits on Hand		228,874.50
	Deposits on Hand November 30, 2103	220,641.50	
	Received December 2013	44,050.00	
	Deposits Transferred December 2013	-33,992.00	
	Credit to Arrow Bank - 539	<u>-1,825.00</u>	
	Total Deposits on Hand December 31, 2013	<u>228,874.50</u>	

INCOME BUDGET 2013

REVENUE

Building Rental	\$ 610,380.00
Tickets	-
Concessions	4,200.00
Catering	145,000.00
Reimburse Current Year Expenses	65,000.00
Miscellaneous	60,000.00
Interest Income Operating Account	<u>150.00</u>
	\$ 884,730.00
Room Occupancy Tax	535,261.00
Munic. Exp/Capital Fund	<u>139,921.00</u>
TOTAL REVENUE	<u>\$ 1,559,912.00</u>

EXPENSE BUDGET 2013

EXPENSES

Salaries	\$ 717,464.00
Benefits	303,366.98
Equipment:	
Office	3,000.00
Concession	-
Building	20,000.00
Supplies:	
Office	6,500.00
Janitorial	35,000.00
Decorating	7,500.00
Concession	1,000.00
Postage	1,500.00
Business Expense/Sales	12,000.00
Repair Equipment	5,000.00
Printing	1,500.00
Advertising	2,000.00
Legal Advertising	-
Dues & Membership	3,000.00
Equipment Rental:	
Building	2,000.00
Production	10,500.00
Vehicle Maintenance	1,000.00
Vehicle Gas	950.00
Vehicle Insurance	2,600.00
Repair Building	50,000.00
Building Inspections	4,000.00
Building Insurance	68,980.00
Utilities	160,000.00
Telephone	8,500.00
Credit Card Fees	5,000.00
Professional Services	75,000.00
Legal	1,000.00
Insurance (WC,D&O,Dis)	16,340.00
Miscellaneous	17,000.00
Contingency	18,211.02
Unemployment Insurance	-
TOTAL EXPENSES	<u>\$ 1,559,912.00</u>

ADJUSTED AND ACTUAL INCOME BUDGET 2013

REVENUE

	BUDGET 2013	ADJUSTED BUDGET 2013	ACTUAL 2013	%
Building Rental	610,380.00	610,380.00	582,907.00	-4.5%
Tickets	-	-	-	
Concessions	4,200.00	4,200.00	-	-100.0%
Catering	145,000.00	145,000.00	148,849.28	2.7%
Reimburse Current Year Expenses	65,000.00	65,000.00	80,011.20	23.1%
Reimburse Prior Year Expenses	-	-	-	0.0%
Miscellaneous	60,000.00	60,000.00	50,677.16	-15.5%
Interest Income Operating Account	150.00	150.00	117.97	-21.4%
	\$ 884,730.00	\$ 884,730.00	\$ 862,562.61	-2.5%
Encumbered Funds		7,996.96	6,220.75	-22.2%
Munic. Exp/Capital Fund	\$ 139,921.00	\$ 133,269.32	\$ 133,269.32	0.0%
Room Occupancy Tax	535,261.00	535,261.00	477,000.00	-10.9%
TOTAL REVENUE	<u>\$ 1,559,912.00</u>	<u>\$ 1,561,257.28</u>	<u>\$ 1,479,052.68</u>	-5.3%

ADJUSTED AND ACTUAL EXPENSE BUDGET 2013

EXPENSES	BUDGET 2013	ADJUSTED BUDGET 2013	ACTUAL 2013	%
Salaries	\$ 717,464.00	\$ 694,907.14	\$ 652,427.20	-6.1%
Benefits	303,366.98	303,972.16	295,966.18	-2.6%
Equipment:				
Office	3,000.00	3,000.00	2,126.08	-29.1%
Concession	-	-	-	0.0%
Building	20,000.00	20,000.00	13,963.00	-30.2%
Supplies:				
Office	6,500.00	6,500.00	3,595.69	-44.7%
Janitorial	35,000.00	35,000.00	26,706.77	-23.7%
Decorating	7,500.00	7,912.00	7,911.10	0.0%
Concession	1,000.00	378.00	-	-100.0%
Postage	1,500.00	1,320.00	1,000.00	-24.2%
Business Expense/Sales	12,000.00	16,125.00	16,005.06	-0.7%
Repair Equipment	5,000.00	5,000.00	3,793.56	-24.1%
Printing	1,500.00	1,500.00	256.85	-82.9%
Advertising	2,000.00	3,000.00	3,000.00	0.0%
Legal Advertising	-	180.00	180.00	0.0%
Dues & Membership	3,000.00	4,625.00	4,625.00	0.0%
Equipment Rental:				
Building	2,000.00	2,000.00	1,053.90	-47.3%
Production	10,500.00	10,088.00	9,637.37	-4.5%
Vehicle Maintenance	1,000.00	1,969.00	1,398.45	-29.0%
Vehicle Gas	950.00	950.00	927.48	-2.4%
Vehicle Insurance	2,600.00	2,631.00	2,630.13	0.0%
Repair Building	50,000.00	30,000.00	26,142.46	-12.9%
Building Inspections	4,000.00	4,000.00	3,971.97	-0.7%
Building Insurance	68,980.00	68,980.00	66,385.38	-3.8%
Utilities	160,000.00	180,000.00	176,851.02	-1.7%
Credit Card Fees	5,000.00	4,600.00	4,168.13	-9.4%
Telephone	8,500.00	9,122.00	8,915.68	-2.3%
Professional Services	75,000.00	85,500.00	85,037.75	-0.5%
Legal	1,000.00	7,500.00	7,308.50	-2.6%
Insurance (WC,D&O,Dis)	16,340.00	16,340.00	13,448.06	-17.7%
Miscellaneous	17,000.00	19,550.00	17,716.03	-9.4%
Contingency	18,211.02	1,211.02	-	0.0%
Unemployment Insurance	-	5,400.00	5,110.01	0.0%
	\$ 1,559,912.00	\$ 1,553,260.32	\$ 1,462,258.81	-5.9%
Encumbered Funds		7,996.96	6,220.75	-22.2%
TOTAL EXPENSES	\$ 1,559,912.00	\$ 1,561,257.28	\$ 1,468,479.56	-5.9%

2013 OPERATING STATEMENT

REVENUES AND EXPENSES	2011	2012	2013	% Change
Operating Revenues:				
Tickets	\$ -	\$ -	\$ -	0.0%
Investment Interest	137.00	152.97	117.97	-22.9%
Facility Rental	515,381.50	625,421.00	582,907.00	-6.8%
Concessions	7,259.31	3,925.24	-	-100.0%
Catering	122,766.77	148,829.73	148,849.28	0.0%
Reimb.Prior Yr. Expenses	47.92	-	-	0.0%
Reimb. Current Yr.Exp.	39,778.21	60,443.61	80,011.20	32.4%
Miscellaneous	42,337.76	50,499.97	50,677.16	0.4%
Total Operating Revenues	\$ 727,708.47	\$ 889,272.52	\$ 862,562.61	-3.0%
Operating Expenses				
(100) Personnel	\$ 568,777.27	\$ 614,957.48	\$ 652,427.20	6.1%
(200) Equipment	24,508.57	28,266.51	17,410.08	-38.4%
(400) Other Expenses	640,744.44	518,075.82	502,676.10	-3.0%
(800) Employee Benefits	222,050.98	263,042.96	295,966.18	12.5%
(900) Contingency	-	-	-	0.0%
Capital Improvements	-	-	-	0.0%
Total Operating Expenses	\$ 1,456,081.26	\$ 1,424,342.77	\$ 1,468,479.56	3.1%
Operating Loss	(728,372.79)	(535,070.25)	(605,916.95)	13.2%
Non-Operating Revenue				
Munic. Exp/Capital Fund	134,147.54	133,258.28	133,269.32	0.0%
Transfer/Non-Operating				
Funds-Room Occupancy Tax	587,500.00	410,000.00	477,000.00	16.3%
Encumbered Funds	6,016.50	281.00	6,220.75	
Total Non-Operating Revenues	\$ 727,664.04	\$ 543,539.28	\$ 616,490.07	13.4%
Balance-Fiscal Year	\$ (708.75)	\$ 8,469.03	\$ 10,573.12	24.8%

2013 #400 EXPENSES

EXPENSE	2011	2012	2013	% Change
SUPPLIES	\$ 39,502.19	\$ 31,786.00	\$ 38,213.56	20.2%
POSTAGE	1,000.00	1,230.36	1,000.00	-18.7%
BUSINESS SALES EXPENSE	7,346.98	10,633.01	16,005.06	50.5%
DUES & MEMBERSHIP	2,005.00	2,547.00	4,625.00	81.6%
ADVERTISING	2,733.65	1,454.29	3,180.00	118.7%
REPAIR & MAINTENANCE	164,777.29	121,798.35	36,234.22	-70.3%
PRINTING	1,252.45	892.50	256.85	-71.2%
EQUIPMENT RENTAL	6,789.70	11,183.90	10,691.27	-4.4%
AUTO	3,099.11	3,338.01	3,557.61	6.6%
INSURANCE				
BUILDING	60,257.51	64,788.13	66,385.38	2.5%
OTHER	14,425.78	13,370.47	13,448.06	0.6%
UTILITIES	244,656.80	154,066.43	176,851.02	14.8%
TELEPHONE	8,205.61	9,148.15	8,915.68	-2.5%
CREDIT CARD FEES		2,798.82	4,168.13	48.9%
BUILDING INSPECTIONS	3,613.60	3,765.25	3,971.97	5.5%
SERVICE CONTRACT	73,193.61	72,371.14	92,346.25	27.6%
MISCELLANEOUS	7,885.16	12,904.01	17,716.03	37.3%
UNEMPLOYMENT INSURANCE	-	-	5,110.01	100.0%
CAPITAL IMPROVEMENTS	-	-	-	0.0%
TOTAL #400 EXPENSES	<u>\$ 640,744.44</u>	<u>\$ 518,075.82</u>	<u>\$ 502,676.10</u>	-3.0%