

2015
ANNUAL REPORT

SARATOGA SPRINGS
CITY CENTER AUTHORITY



**2015 ANNUAL REPORT
PRESENTED BY**

2016 CITY CENTER AUTHORITY

JOSEPH W. 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

ANDI GARDNER
Director of Sales

RYAN MCMAHON
Operations Manager

March 16, 2016



SARATOGA SPRINGS CITY CENTER

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

MARK E. BAKER
President

March 16, 2016

Dear Friends of the City Center,

2015, having been frustrating at moments, was never the less productive and successful for the City Center. Hosting 75 conference/conventions, 48 special events/banquets and 31 gate/trade shows; total of 154 events with 85%+ occupancy. The City Center Sales Team headed by Director of Sales Andrea Gardner have done an outstanding job.

Much to the credit of Operations Manager, Ryan McMahon and his staff, the facility remained spotless even while undergoing infrastructure upgrades, renovations and hosting over 150,000 convention guest and event attendees.

Mark E. Baker, President the City Center and the Authority Parking Sub-Committee, chaired by Tom Roohan with members Richard Higgins and Charlie Wheeler, did an outstanding job of navigating the approval process of the City Land Use Boards, including Planning, Zoning and Design Review Commission. Throughout the process they have kept all the City Council and Authority Members up-dated through calls, presentation and personal visits.

The Authority, working with Commissioner of Finance Michele Madigan and Deputy Comm. Lynn Bachner, were able to structure a draft Land Lease for the City Center Parking Structure, that was unveiled in early 2016. This Land Lease will proceed through Public Hearings and City Council vote.

During 2015, long time Director of Sales, Judith LeCain retired. Judy served at the City Center for more than 28 years and will be missed. Also, Authority Member Susan Farnsworth resigned her position on the Authority to move out of the country. Susan who was not only a valuable Authority Member, will also be missed from her position as the Promotion Director of the Saratoga Downtown Business Association.

My personal thanks and appreciation to the dedicated and hardworking City Center Authority Board Members, who in addition to their normal Board of Director's duties have continued to attend numerous long and intense Land Use Board and City Council Meetings.

As we go forward, committed to our quest to build a parking structure for the business community and City Center, it is only right that I express the Authority's appreciation for the almost two dozen Land Use Board volunteers who have spent thousands of hours in unpaid positons, guiding the City of Saratoga Springs in its future development.

Sincerely,

Joseph W. Dalton, Jr., Chairman
City Center Authority



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MARK E. BAKER
President

March 16, 2016

Dear City Center Authority and Friends,

Looking back over the last 3 decades, it becomes clear that the success and prosperity of the “City Center experiment” is no accident. It is due to the visionaries and risk takers of the late 1970’s and early 1980’s--those Saratogians, elected and civic leaders who put forward a selfless plan to better the community and allow Saratoga to steadily proceed to the success we enjoy today.

The Saratoga Springs City Center, was the “key stone” to a courageous and “gutsy” “Community Plan of Action”. A volunteer lead plan for Saratoga to be the author of its own economic development. From benches and trash receptacles on Broadway, flower and tree planting programs, development of the Saratoga Special Assessment District to the emergence of the Downtown Business Assoc., the people of Saratoga rallied to make Saratoga Springs, a year round destination and vibrant hometown community in which to live and work. The City Center was a major part of the resulting success.

The City Center stands once again as lead element to the future prosperity and vitality of downtown. Never have the challenges been more demanding, the stakes higher and the rewards more clearly visible with the need for our community to stay active, competitive and financially viable by adding additional downtown parking. The City Center’s Parking Structure solution is the best answer to the need. This is the right project, in the right location, at the right time, to answer an identified need not only for the City Center but the downtown business community, and it places no financial burden on the tax payer!

The City Center has taken full advantage of its past success and recognized state-wide reputation as a quality, first-class facility with superb personal service in a world renowned hospitality community. The City Center with its recent expansion has only grown in its ability to bring more people to visit our community and also service the growing civic role of the facility. In 2015, the City Center was occupied more than 85% of the time; 310 days. Most of that business creation is during non-summer months of July and August. We now need the tools and infrastructure to continue to meet the desired demand—available parking. There is an identified need for additional parking in the north end of Broadway business district to serve our community needs and convention guests.

It is obvious that no plan (parking) or means for continued success is possible without the involvement and engagement of selfless volunteers who help drive a concept into reality. The people of Saratoga Springs have always taken great ownership and pride in the agencies and institutions that have helped this community to grow and prosper—the City Center is proud to be part of that inventory. It is due to the leadership, guidance and dedication of the City Center Authority and the City Council that we are strong and viable. With the continued support of the business community great things are going to happen in 2016 and the parking facility will become a reality.

Thank you,

Mark E. Baker, President
City Center Authority

**Summary of 2015
January 1 - December 31**

I. Guests

Total City Center Guests		155,254
Convention Guests (Lodged)	19,876	
Day Guests	135,378	

II. Economic Impact

Potential Sales Generated***		\$ 30,593,771.52
Convention Guest Spending*	\$ 18,553,252.20	
Day Guest Spending**	\$ 12,040,519.32	
 New Sales Tax Revenues		 \$ 2,141,564.01
State 4.00%	\$ 1,223,750.86	
County 1.50%	\$ 458,906.57	
City 1.50%	\$ 458,906.57	

III. In 2015, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	75	
Trade Shows - Industry	7	
Gate Shows	24	
Banquets	23	
Special Events	25	
 Total Number of Events		 154
 2015 Event Breakout		
42 First Time Events	27%	
112 Return Events	73%	
 Total Number of Paid Event Days		 252.25
Total Number of Building Use Days		310.75
 Public Service Events	 14	

*Based on Saratoga Convention Bureau figure of \$367.50 per convention guest spending per day and association spending per delegate for 2.54 days; \$933.45 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 2014
January 1 - December 31**

I. Guests

Total City Center Guests		150,931
Convention Guests (Lodged)	19,947	
Day Guests	130,984	

II. Economic Impact

Potential Sales Generated***		\$ 29,804,678.48
Convention Guest Spending*	\$ 18,154,961.52	
Day Guest Spending**	\$ 11,649,716.96	
 New Sales Tax Revenues		 \$ 2,086,327.49
State 4.00%	\$ 1,192,187.14	
County 1.50%	\$ 447,070.18	
City 1.50%	\$ 447,070.18	

III. In 2014, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	68	
Trade Shows - Industry	7	
Gate Shows	26	
Banquets	24	
Special Events	32	
 Total Number of Events		 157
 2014 Event Breakout		
37 First Time Events	24%	
120 Return Events	76%	
 Total Number of Paid Event Days		 240.00
Total Number of Building Use Days		314.50
 Public Service Events	 20	

*Based on Saratoga Convention Bureau figure of \$358.33 per convention guest spending per day and association spending per delegate for 2.54 days; \$910.16 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.

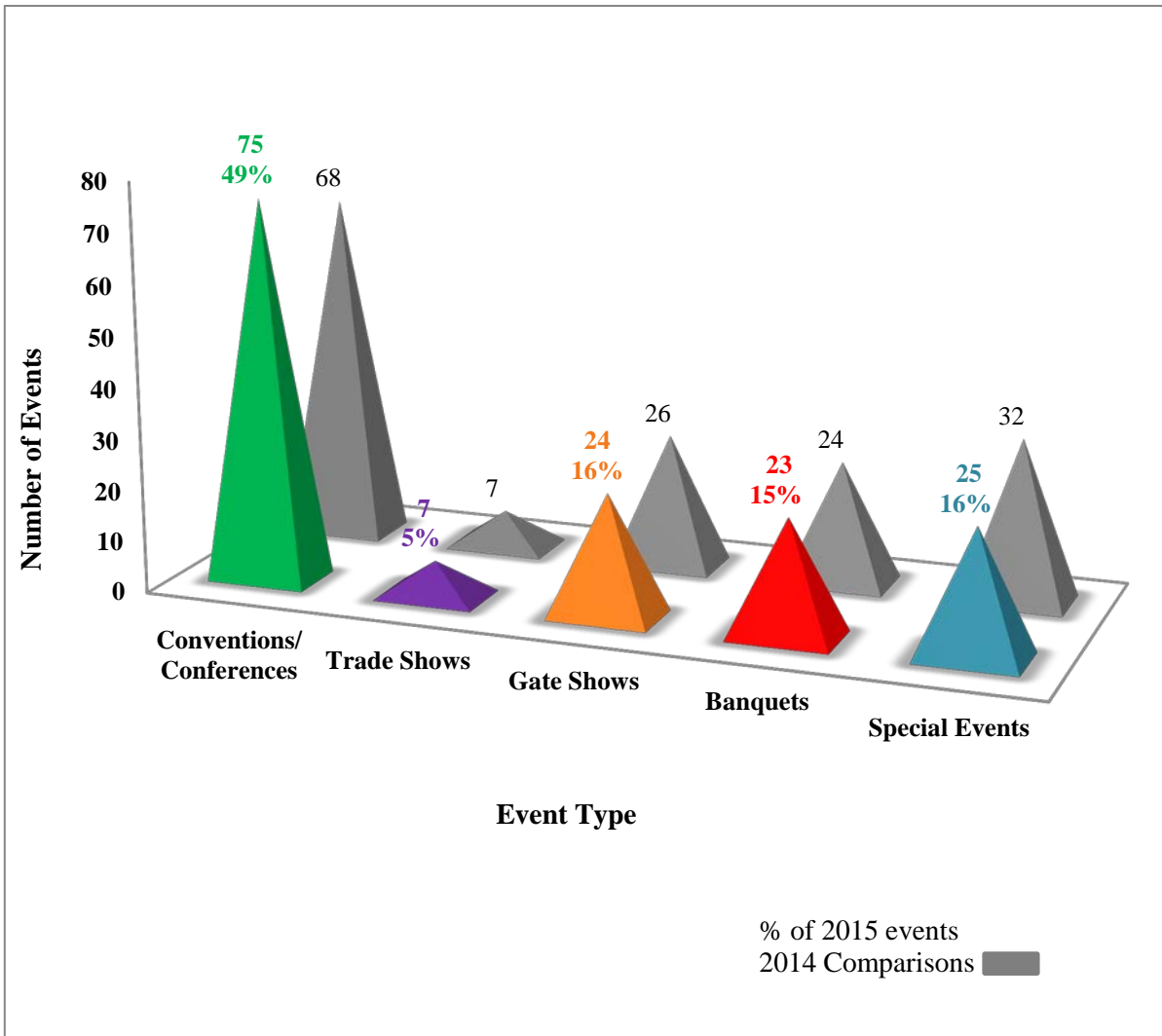
History

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	148	230.00	291.25
2014	157	240.00	314.50
2015 Actual	154	252.25	310.75
2016 [°]	114	229.75	290.00

* Excludes 60 opening and free community activities

[°] Estimate: Budgeted for 2016

2015 Market Segments



SARATOGA SPRINGS CITY CENTER 2015 ACCOMPLISHMENTS

Following a celebratory 30th Anniversary year, the City Center staff was back to business in 2015, building on our previous successes. Our facility was in use a total of 310.75 days, hosting 154 events, 42 of which were first time events at the City Center.

The Sales Department has been working diligently to prepare for the increased competition from new properties coming online in Saratoga, including the Saratoga Casino and Raceway Hotel, as well as the future opening of the new Albany Convention Center and the Rivers Casino and Resort in Schenectady. We are securing multiple year contracts with many of our new and long term clients.

We are enthusiastically transitioning to a new Ungerboeck event software, which will ultimately be more efficient and accessible to the City Center team.

The unique cooperative spirit that exists within the community partners - The City Center, The Saratoga Convention and Tourism Bureau, The Saratoga County Chamber of Commerce, Hotel Associates and City Elected and Civic Leadership – has produced an impressive influx of convention attendees and guests who patronized our hotels, restaurants, and shops throughout the year. The following list of future events that were confirmed in 2015 is an indication of this successful teamwork:

- | | | |
|--|-----------|------|
| • Greenfield Fire District | February | 2017 |
| • Continental Chess | March | 2017 |
| • NYS Athletic Administrators | March | 2017 |
| • Dig Safely NY | March | 2017 |
| • NYS Motor Truck Association | April | 2017 |
| • Civil Service Employee Associations | April | 2017 |
| • NYS Local Government IT Directors Association | May | 2017 |
| • AHC Group, Inc. | June | 2017 |
| • HB Davis Seed Company | September | 2017 |
| • Assn. of Fire Districts of the State of NY | October | 2017 |
| • Cerebral Palsy Association of NYS | October | 2017 |
| • Continental Chess | March | 2018 |
| • NYS Athletic Administrators | March | 2018 |
| • NYS Local Government IT Directors Association | May | 2018 |
| • AHC Group, Inc. | June | 2018 |
| • Empire State Society of Association Executives | June | 2018 |
| • Cerebral Palsy Association of NYS | October | 2018 |
| • NYS Teachers Retirement System | November | 2018 |
| • NYS Parent Teacher Association | November | 2018 |
| • NYS Athletic Administrators Association | March | 2019 |
| • NYS Local Government IT Directors Association | May | 2019 |
| • Cerebral Palsy Association of NYS | October | 2019 |
| • NYS Athletic Administrators Association | March | 2020 |
| • Cerebral Palsy Association of NYS | October | 2020 |

The following groups have made verbal commitments to bring their events to the City Center in future years:

- | | | |
|--|---------|------|
| • NY Section American Water Works Association | April | 2018 |
| • NYS Council of Health-System Pharmacists | April | 2018 |
| • NYS Association of School Business Officials | June | 2018 |
| • NY School Nutrition Association | October | 2018 |
| • NYS Association of School Business Officials | June | 2019 |
| • | | |
| • NYS Council of Health-System Pharmacists | October | 2020 |

In 2015, return business to the City Center was 73%. The other 27%, first time clients, included the following list of 42 groups. Many in this list have already booked for future years.

- Thrivent Financial
- TD Bank
- Navy Command
- Sestrana Pit Crew Training
- Drug Treatment Court Professionals
- Dig Safely NY
- Saratoga Publishing Event – Jason Redman
- Horizon Solutions
- Koenig Bar Mitzvah
- American Assn of State Highway Trans. Officials
- Chamber Speaker – Dan Pallotta
- ChaseCon
- Council of Education Facility Planners Int'l
- Shaker High School Prom
- Wedding
- Margolius Baby Shower
- NYRA Job Fair
- The WERCS, Inc.
- Erita Spencer Teen Dance Party
- American Planning Association
- DJ McKeon Wedding
- Jack Morton GM Training
- Maiorella Bar Mitzvah
- Navy New Class Indoctrination
- Lowrie/Perry Wedding
- The State University of NY
- Greater Capital District Assn. of Realtors
- NYS Department of Health
- General Motors
- WYN Council on Occupational Safety and Health
- Partnership for Youth Justice
- Pool Corp
- Americorps Office of Children & Family Services
- Kaged Kombat
- National Grid
- North American Lake Management Association
- Vietnam Vets 50th Anniversary
- Irving/Barron Wedding
- Navy Holiday Party

One measure of our client satisfaction is their loyal return to the City Center year after year.

- Empire State College Over 30 Years
- NEACA, Inc. Over 30 Years
- NYS Athletic Administrators Association Over 30 Years

- Associated General Contractors Over 20 Years
- Capital District Youth for Christ Over 20 Years
- Catholic Charities of Saratoga, Warren & Washington Counties Over 20 Years
- Center for the Family Over 20 Years
- Curtis Lumber Company Over 20 Years
- Empire Baptist Congress Over 20 Years
- Empire State Society of Association Executives Over 20 Years
- HB Davis Seed Company Over 20 Years
- Hudson Mohawk Traditional Dancers Over 20 Years
- Leading Age NY Over 20 Years
- Northeast Souvenir Salesman Association Over 20 Years
- Northeast Woodworkers Association Over 20 Years
- NYS Town Clerks Association Over 20 Years
- Rotary Club of Saratoga Over 20 Years
- Saratoga County Over 20 Years
- Saratoga County Chamber of Commerce Over 30 Years
- Saratoga Springs High School Junior-Senior Prom Over 20 Years
- Schuylerville High School Graduation Over 20 Years
- Trans World Entertainment Over 20 Years
- WSWHE BOCES Over 20 Years

- Adirondack North Country Association Over 15 Years
- Alpin Haus Over 15 Years
- Bartender's Ball Over 15 Years
- Fourth District Dental Society Over 15 Years
- NYS Association of School Buildings & Grounds Over 15 Years
- NYS Association of School Business Officials Over 15 Years
- NYS Council of School Superintendents Over 15 Years
- Saratoga Economic Development Corporation Over 15 Years

- Adirondack Sports & Fitness Over 10 Years
- American Water Works Association Over 10 Years
- NY Library Association Over 10 Years
- NYS Art Teachers Association Over 10 Years
- NYS Reading Association Over 10 Years
- NYS Teachers Retirement System Over 10 Years
- Saratoga Hospital Over 10 Years
- American Water Works Association Over 10 Years

The best validation of the City Center's success in hosting events often comes from of post event comments from our varied clients. Customer surveys in 2015 included the following comments:

Return client Karen Pratt of Local Government IT Directors Assn. wrote:

“A pleasure working with the City Center. We are thankful to have such a great facility, and great people to help us achieve success.”

New groom DJ McKeon wrote:

“I cannot speak highly enough of everyone involved in making this day memorable. Thank You!”

Dance Flurry Chair Tamara Flanders commented after the 28th Annual Flurry:

“...the relationship and history we have with the City Center is so wonderful we really don't look for another spot.”

Mike Valentine from Saratoga County Planning observed:

“You have a great team and we really enjoy the professional approach.”

Fourth District Dental Society Executive Director Lynn Martin stated:

“Fabulous in every respect! Thank you!”

Linda Margolis commented after her private party:

“We could not have found a better venue anywhere in Saratoga. We will not hesitate to use this venue again...I know our guests in attendance feel the same way.”

The following events/groups were hosted as 2015 Public Service to the Community:

- Chowderfest 2015
- City of Saratoga Springs – State of the City
- Rotary Foundation Board Meetings
- Leadership Saratoga
- Rotary Foundation Board Meetings
- Saratoga Convention & Tourism Bureau Fam Breakfast
- Saratoga Convention & Tourism Bureau Board Meeting
- Rotary Education Foundation
- City of Saratoga Springs General Elections
- Victorian Streetwalk
- Rotary Education Foundation
- Saratoga County Chamber of Commerce Holiday Mixer

The long history of our full-time employees is a critical component of the success of the City Center. Our returning clients express value in knowing our seasoned staff members are familiar with the elements of their events.

• Mark E. Baker, President	1983	33 Years
• Judy LeCain, Conference & Meeting Specialist*	1986	30 Years
• Norm Current, Senior Building Supervisor	1988	28 Years
• Terence Gonzalez	1989	27 Years
• Darren Fuller	1997	19 Years
• Andrea Gardner, Director of Sales	1998	18 Years
• Donna Barone, Finance Manager	2004	12 Years
• Rebecca Vickery, Sales Manager	2005	11 Years
• Shelby King, Building Supervisor	2009	7 Years
• Ryan McMahon, Operations Manager	2011	5 Years
• Lauren Rowland, Sales Manager	2012	4 Years
• Linda Page	2012	4 Years
• Michael Furman, Building Supervisor	2013	3 Years
• Jake Vickery	2013	3 Years
• Kaylee Delaney	2014	2 Years

- *Moved to part-time midway through 2014

Staff Professional Development

Edward Jones Social Security Seminar
IAVM Regional Conference – Baltimore, MD
Meeting Planners International of NENY – The Ultimate Meeting Planners Guide to Managing the Information Superhighway
Saratoga County Chamber of Commerce – Charity/Non-profit Seminar

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; Membership Committee
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
Rotary Education Foundation
The Wesley Community Gala
Women of Influence – Selection committee
Saratoga Arts Fest
50th Anniversary of Vietnam War Commemoration

Member of the Board/Committee for the following Associations:

Saratoga Convention & Tourism Bureau
Saratoga County Tourism Advisory Board
Saratoga Golf & Polo Club –President
Saratoga National Little League
Saratoga County Agricultural Society
Saratoga County Chamber of Commerce; Young Professionals Network Task Force
NYS Upstate Coalition for Fair Game
NYS Association of Agricultural Fairs, Recording Secretary
Saratoga Hospitality Committee
Bot Scouts of America, Twin Rivers Council

Member of the following Civic Organizations

Flower & Fruit Mission of Saratoga Hospital

St. Paul's Lutheran Church

Saratoga Springs 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 2015**

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
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
May-06	Saratoga National Golf Club	Catering	1,000.00
Apr-07	Saratoga Polo	Catering	1,000.00
Mar-15	Seasons Catering	Catering	1,000.00
Apr-10	United Jewish Federation	Catering	1,000.00
Jun-15	Symphony Catering	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-14	Rain or Shine	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
Jun-14	NE Organic Farming-741	Jan-16	500.00
Jan-15	Alpin Haus-147	Jan-16	500.00
Mar-15	NEACA-231A	Jan-16	500.00
Apr-15	Saratoga Chamber-Dinner-069D	Jan-16	500.00
Apr-15	Capital District Youth for Christ-674	Jan-16	500.00
Jun-15	Northeast Organic Farming-741	Jan-16	5,637.50
Jul-15	Saratoga Chamber-Dinner-069D	Jan-16	987.50
Jul-15	Alpin Haus-147	Jan-16	3,062.50
Jul-15	First Night Saratoga-084	Jan-16	500.00
Sep-15	Saratoga First Night-084	Jan-16	1,750.00
Oct-15	Ruof/Lawrence Rehearsal-793	Jan-16	500.00
Nov-15	NOFANY-741	Jan-16	6,137.50
Nov-15	Capital District Youth for Christ-674	Jan-16	5,125.00
Nov-15	Saratoga Arts-First Night-084	Jan-16	3,250.00
Dec-15	Ruof/Lawrence Wedding-793	Jan-16	500.00
Dec-15	Alpin Haus-147	Jan-16	3,562.50
Dec-15	Capital District Youth for Christ-674	Jan-16	5,625.00
Apr-15	Townsquare Live Events-699	Feb-16	500.00
Apr-15	Affordable Comfort-734A	Feb-16	500.00
May-15	Saratoga Rotary Club-395A	Feb-16	500.00

**Building Deposits
December 2015**

Jul-15	Hudson-Mohawk Trad. Dances-508	Feb-16	500.00
Jul-15	Bartenders Ball-069F	Feb-16	500.00
Aug-15	Townsquare Live Events-699	Feb-16	3,325.00
Aug-15	Rotary Home Show-395A	Feb-16	8,675.00
Sep-15	National Grid-335	Feb-16	500.00
Sep-15	Home Performance Coalition-734A	Feb-16	2,462.50
Dec-15	National Grid-335	Feb-16	3,062.50
Dec-15	DanceFlurry Organization-508	Feb-16	10,900.00
Dec-15	Townsquare Live Events-699	Feb-16	3,825.00
Dec-15	Wellspring-069F	Feb-16	3,300.00
Dec-14	Vanderhoef Wedding-5027	Mar-16	650.00
Jan-15	Adirondack Sports & Fitness-711	Mar-16	500.00
Mar-15	NEACA-231A	Mar-16	500.00
Apr-15	John Deere Landscapes-039	Mar-16	500.00
Apr-15	Jyll Klefbeck-Cancellation Fee	Mar-16	325.00
Apr-15	YMCA Professionals-102	Mar-16	500.00
Apr-15	NYS Athletic Administrators-276	Mar-16	500.00
May-15	DA Collins-795	Mar-16	500.00
Jun-15	Curtis Lumber-598	Mar-16	500.00
Jun-15	Empire Broadcasting-765	Mar-16	500.00
Jul-15	Empire State College-110A	Mar-16	500.00
Jul-15	Northeast Trade Show-775	Mar-16	500.00
Jul-15	Northeast Trade Show-775	Mar-16	-500.00
Jul-15	Saratoga County EOC-246	Mar-16	500.00
Aug-15	Continental Chess-762	Mar-16	500.00
Aug-15	Northeast Tradeshow Promotions-775	Mar-16	500.00
Aug-15	DA Collins-795	Mar-16	1,975.00
Aug-15	NYS Athletic Administrators-276	Mar-16	2,350.00
Sep-15	Saratoga EOC-246	Mar-16	500.00
Sep-15	YMCA Professionals-102	Mar-16	500.00
Sep-15	Empire State College-110A	Mar-16	4,050.00
Sep-15	John Deere Landscapes-039	Mar-16	1,487.50
Sep-15	Curtis Lumber-598	Mar-16	2,425.00
Sep-15	Empire Broadcasting-765	Mar-16	925.00
Oct-15	Continental Chess-762	Mar-16	1,512.50
Oct-15	Capital District YFC-Breakout-674	Mar-16	500.00
Oct-15	ADK Sports & Fitness-711	Mar-16	4,281.25
Nov-15	Capital District Youth for Christ-674	Mar-16	750.00
Nov-15	Northeast Trade Show Promo-775	Mar-16	2,100.00
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
Jul-14	NYS Motor Truck-397	Apr-16	500.00
Jun-15	Saratoga Bridges-027	Apr-16	500.00
Jun-15	ANCA-119	Apr-16	500.00
Jul-15	NYS Art Teachers-266	Apr-16	500.00
Jul-15	Capital Job Development-437	Apr-16	500.00
Jul-15	Spaulding & Rogers-565	Apr-16	500.00
Sep-15	NE Woodworkers-037	Apr-16	5,562.50
Oct-15	Capital Job Development-437	Apr-16	425.00
Oct-15	NYS Speech-Language-081	Apr-16	3,062.50
Oct-15	NYS Art Teachers-266	Apr-16	1,412.50
Oct-15	NYS Motor Truck-397	Apr-16	925.00

**Building Deposits
December 2015**

Oct-15	Saratoga Bridges-027	Apr-16	550.00
Oct-15	NYS Health System Pharmacists-338	Apr-16	3,000.00
Oct-15	NYS Town Clerks-468	Apr-16	2,687.50
Oct-15	American Waterworks-688	Apr-16	3,700.00
Nov-15	ChaseCon-201	Apr-16	4,425.00
Nov-15	ANCA-119	Apr-16	2,200.00
Dec-15	City of Saratoga Springs-646	Apr-16	500.00
Dec-15	Starving Arts-152	Apr-16	500.00
Nov-12	NYS Local Govt IT Directors-634	May-16	500.00
Mar-14	United University Professions-321	May-16	500.00
Jun-14	Leading Age-658	May-16	500.00
Jul-14	Saratoga High School-420A	May-16	500.00
Nov-14	ESAAL-479	May-16	500.00
Apr-15	Fourth District Dental-504	May-16	500.00
May-15	Jewish Federation-783	May-16	500.00
May-15	Shenendehowa School-433B	May-16	500.00
Jun-15	Stillwater High School-732	May-16	500.00
Aug-15	Shaker HS-757	May-16	500.00
Oct-15	SEMI-180	May-16	500.00
Oct-15	Fourth District Dental-504	May-16	4,762.50
Oct-15	Empire State Assn of Assisted Living-479	May-16	1,475.00
Nov-15	SEMI-180	May-16	1,975.00
Nov-15	Shaker High School-757	May-16	925.00
Nov-15	Leading Age-658	May-16	2,800.00
Nov-15	Shenendehowa High School-433B	May-16	925.00
Nov-15	Saratoga Springs High School-420A	May-16	925.00
Dec-15	United University Professions-321	May-16	2,837.50
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
Jun-15	Shenendehowa Sr. Prom-433A	Jun-16	500.00
Aug-15	Schuylerville HS-430	Jun-16	500.00
Aug-15	BOCES-113D	Jun-16	500.00
Aug-15	Hoosic Valley HS-768	Jun-16	500.00
Sep-15	American Red Cross-020	Jun-16	500.00
Oct-15	AHC Group-810	Jun-16	500.00
Nov-15	Vicki Tremper-7876	Jun-16	750.00
Nov-15	Stillwater High School-732	Jun-16	500.00
Nov-15	BOCES-113D	Jun-16	1,325.00
Nov-15	NYS Liquor Store-620	Jun-16	500.00
Dec-15	Schuylerville School-430	Jun-16	1,337.50
Oct-15	Saratoga Lions Club-822	Jul-16	500.00
Nov-15	Ayco-724	Aug-16	1,850.00
Jul-13	NYS COSS-088	Sep-16	500.00
Jul-13	SFMI-128	Sep-16	500.00
Jan-15	HB Davis Seed-091	Sep-16	500.00
Sep-15	Saratoga Intn'l Film Festival-7861	Sep-16	500.00
Jun-13	Alcoholism & Substance Abuse-311	Oct-16	500.00
Jun-15	Saratoga Rotary Foundation-395C	Oct-16	500.00
Jul-15	Capital Job Development-437	Oct-16	500.00

**Building Deposits
December 2015**

Oct-15	Adirondack Trust Co.-005	Oct-16	500.00
Oct-15	Shenendehowa Class of 1981-7859	Oct-16	500.00
Nov-15	Jaeger & Flynn-232	Oct-16	500.00
Nov-15	Fire Districts of NYS-270	Oct-16	500.00
Sep-13	NYS Teachers Retirement-149	Nov-16	500.00
Apr-14	NYS PTA-281	Nov-16	500.00
May-14	NYLA-260	Nov-16	500.00
Dec-15	DeCrescente Distributing-532	Dec-16	500.00
Jun-14	NE Organic Farming-741	Jan-17	500.00
Sep-15	Greenfield Fire District-792	Feb-17	500.00
Apr-15	NYS Athletic Administrators-276	Mar-17	500.00
Jun-15	Dig Safely NY-392	Mar-17	500.00
Aug-15	Continental Chess-762	Mar-17	500.00
Oct-12	American Waterworks-688	Apr-17	500.00
Sep-13	NYS Speech-Language-081	Apr-17	500.00
Jul-15	NE Woodworkers-037	Apr-17	500.00
Jul-15	CSEA-528	Apr-17	500.00
Jul-15	NYS Motor Truck-397	Apr-17	500.00
Dec-15	NYS Local Govt IT Directors-634	May-17	500.00
Oct-15	AHC Group-810	Jun-17	500.00
Apr-14	NYS Funeral Directors-066	Aug-17	500.00
Jul-13	NYS COSS-088	Sep-17	500.00
Dec-15	HB Davis Seed-091	Sep-17	500.00
Jul-13	SFMI-128	Oct-17	500.00
Sep-14	NYS Nurse Practitioners-517	Oct-17	500.00
Mar-15	Cerebral Palsy-777	Oct-17	500.00
Nov-15	Fire Districts of NYS-270	Oct-17	500.00
Sep-13	NYS Teachers Retirement-149	Nov-17	500.00
May-14	NYLA-260	Nov-17	500.00
Apr-15	NYS Athletic Administrators-276	Mar-18	500.00
Aug-15	Continental Chess-762	Mar-18	500.00
Sep-13	NYS Speech-Language-081	Apr-18	500.00
Dec-15	NYS Local Govt IT Directors-634	May-18	500.00
Jun-13	CUANY-277	Jun-18	500.00
Oct-15	AHC Group-810	Jun-18	500.00
Jul-13	NYS COSS-088	Sep-18	500.00
Sep-14	NYS Nurse Practitioners-517	Oct-18	500.00
Mar-15	Cerebral Palsy-777	Oct-18	500.00

**Building Deposits
December 2015**

Feb-15	NYS Teachers' Retirement-149	Nov-18	500.00
May-15	NYS Parent Teacher Assn-281	Nov-18	500.00
Apr-15	NYS Athletic Administrators-276	Mar-19	500.00
Dec-15	NYS Local Govt IT Directors-634	May-19	500.00
Mar-15	Cerebral Palsy-777	Oct-19	500.00
Jul-14	NYS Foreign Language Teachers-514	Nov-19	500.00
Apr-15	NYS Athletic Administrators-276	Mar-20	500.00
Mar-15	Cerebral Palsy-777	Oct-20	500.00

Total Deposits on Hand 227,556.25

Deposits on Hand November 30, 2015	222,031.25
Received December 2015	38,450.00
Deposits Transferred December 2015	-32,925.00
Total Deposits on Hand December 31, 2015	<u>227,556.25</u>

INCOME BUDGET 2015

REVENUE

Building Rental	\$	664,587.00
Catering		172,255.00
Reimburse Current Year Expenses		85,207.00
Miscellaneous		60,000.00
Interest Income Operating Account		<u>200.00</u>
	\$	982,249.00
Room Occupancy Tax		565,335.00
Munic. Exp/Capital Fund		<u>136,968.00</u>
TOTAL REVENUE	\$	<u>1,684,552.00</u>

EXPENSE BUDGET 2015

EXPENSES

Salaries	\$	739,725.00
Benefits		377,632.00
Equipment:		
Office		8,000.00
Building		10,000.00
Supplies:		
Office		2,500.00
Janitorial		35,000.00
Decorating		5,000.00
Postage		1,000.00
Business Expense/Sales		15,000.00
Client Event Expenses		16,000.00
Repair Equipment		5,000.00
Printing		1,500.00
Advertising		2,000.00
Legal Advertising		1,000.00
Dues & Membership		3,500.00
Equipment Rental:		
Building		2,000.00
Production		4,500.00
Vehicle Maintenance		1,000.00
Vehicle Gas		975.00
Vehicle Insurance		2,760.00
Repair Building		40,000.00
Building Inspections		4,200.00
Building Insurance		71,500.00
Utilities		178,500.00
Telephone		8,500.00
Credit Card Fees		7,000.00
Professional Services		92,700.00
Legal		10,000.00
Insurance (WC,D&O,Dis)		18,060.00
Miscellaneous		10,000.00
Contingency		10,000.00
Unemployment Insurance		-
TOTAL EXPENSES	\$	<u>1,684,552.00</u>

ADJUSTED AND ACTUAL INCOME BUDGET 2015

REVENUE	2015 APPROVED BUDGET	2015 ADJUSTED BUDGET	2015 ACTUAL YEAR END	%
Building Rental	664,587.00	664,587.00	638,892.50	-3.9%
Catering	172,255.00	172,255.00	197,779.59	14.8%
Reimburse Current Year Expenses	85,207.00	85,207.00	73,771.72	-13.4%
Reimburse Prior Year Expenses	-	-	-	0.0%
Miscellaneous	60,000.00	60,000.00	38,844.78	-35.3%
Interest Income Operating Account	200.00	200.00	153.30	-23.4%
	\$ 982,249.00	\$ 982,249.00	\$ 949,441.89	-3.3%
Add'l Retirement Funds	-	6,761.77	6,761.77	0.0%
Use of Restricted Funds	-	36,120.00	36,120.00	0.0%
Encumbered Funds	-	12,906.25	12,906.25	0.0%
Munic. Exp/Capital Fund	\$ 136,968.00	\$ 136,968.00	\$ 134,282.52	-2.0%
Room Occupancy Tax	565,335.00	565,335.00	514,000.00	-9.1%
TOTAL REVENUE	<u>\$ 1,684,552.00</u>	<u>\$ 1,740,340.02</u>	<u>\$ 1,653,512.43</u>	-5.0%

ADJUSTED AND ACTUAL EXPENSE BUDGET 2015

EXPENSES	2015 APPROVED BUDGET	2015 ADJUSTED BUDGET	2015 ACTUAL YEAR END	%
Salaries	\$ 739,725.00	\$ 733,200.00	\$ 702,864.52	-4.1%
Benefits	377,632.00	372,918.77	324,664.77	-12.9%
Equipment:				
Office	8,000.00	8,000.00	456.00	-94.3%
Building	10,000.00	3,000.00	-	0.0%
Software	-	36,120.00	36,120.00	0.0%
Supplies:				
Office	2,500.00	2,839.00	2,838.84	0.0%
Janitorial	35,000.00	35,000.00	29,827.57	-14.8%
Decorating	5,000.00	7,500.00	7,189.78	-4.1%
Postage	1,000.00	661.00	75.42	-88.6%
Business Expense/Sales	15,000.00	16,600.00	16,191.90	-2.5%
Client Expenses-Reimbursed	16,000.00	25,200.00	22,470.60	-10.8%
Repair Equipment	5,000.00	17,327.50	17,292.11	-0.2%
Printing	1,500.00	1,500.00	1,010.50	-32.6%
Advertising	2,000.00	900.00	837.66	-6.9%
Legal Advertising	1,000.00	1,000.00	134.61	-86.5%
Dues & Membership	3,500.00	3,500.00	3,399.00	-2.9%
Equipment Rental:				
Building	2,000.00	1,250.00	359.85	-71.2%
Production	4,500.00	575.00	50.00	-91.3%
Vehicle Maintenance	1,000.00	1,500.00	1,466.01	-2.3%
Vehicle Gas	975.00	975.00	491.69	-49.6%
Vehicle Insurance	2,760.00	2,760.00	2,191.00	-20.6%
Repair Building	40,000.00	40,000.00	37,786.05	-5.5%
Building Inspections	4,200.00	4,200.00	3,994.02	-4.9%
Building Insurance	71,500.00	71,500.00	67,514.32	-5.6%
Utilities	178,500.00	190,500.00	187,736.85	-1.5%
Credit Card Fees	7,000.00	7,000.00	5,521.81	-21.1%
Telephone	8,500.00	8,725.00	8,700.74	-0.3%
Professional Services	92,700.00	99,450.00	97,800.41	-1.7%
Legal	10,000.00	10,000.00	1,106.50	-88.9%
Insurance (WC,D&O,Dis)	18,060.00	18,060.00	14,871.00	-17.7%
Miscellaneous	10,000.00	5,672.50	5,492.23	-3.2%
Contingency	10,000.00	-	-	0.0%
Unemployment Insurance	-	-	-	0.0%
Encumbered Funds	-	12,906.25	12,906.25	0.0%
TOTAL EXPENSES	\$ 1,684,552.00	\$ 1,740,340.02	\$ 1,613,362.01	-7.3%

2015 OPERATING STATEMENT

REVENUES AND EXPENSES	2013	2014	2015	% Change
Operating Revenues:				
Special Event-Donations	\$ -	\$ 5,760.00	\$ -	-100.0%
Investment Interest	117.97	136.16	153.30	12.6%
Facility Rental	582,907.00	576,648.00	638,892.50	10.8%
Catering	148,849.28	158,542.52	197,779.59	24.7%
Reimb. Current Yr.Exp.	80,011.20	77,496.51	73,771.72	-4.8%
Miscellaneous	<u>50,677.16</u>	<u>45,919.43</u>	<u>38,844.78</u>	-15.4%
Total Operating Revenues	\$ 862,562.61	\$ 864,502.62	\$ 949,441.89	9.8%
Operating Expenses				
(100) Personnel	\$ 652,427.20	\$ 704,526.07	\$ 702,864.52	-0.2%
(200) Equipment	17,410.08	9,384.17	456.00	-95.1%
(400) Other Expenses	502,676.10	534,595.98	585,376.72	9.5%
(800) Employee Benefits	295,966.18	340,992.18	324,664.77	-4.8%
(900) Contingency	-	-	<u>-</u>	0.0%
Total Operating Expenses	\$ 1,468,479.56	\$ 1,589,498.40	\$ 1,613,362.01	1.5%
Operating Loss	(605,916.95)	(724,995.78)	(663,920.12)	-8.4%
Non-Operating Revenue				
Munic. Exp/Capital Fund	133,269.32	134,282.52	134,282.52	0.0%
Add'l Retirement Funds	-	-	6,761.77	
Transfer/Non-Operating				
Funds-Room Occupancy Tax	477,000.00	588,764.00	514,000.00	-12.7%
Encumbered Funds	6,220.75	2,200.00	12,906.25	
Use of Restricted Funds	-	-	36,120.00	
Total Non-Operating Revenues	\$ 616,490.07	\$ 725,246.52	\$ 704,070.54	-2.9%
Balance-Fiscal Year	\$ 10,573.12	\$ 250.74	\$ 40,150.42	

2015 #400 EXPENSES

EXPENSE	2013	2014	2015	% Change
SUPPLIES	\$ 38,213.56	\$ 37,813.99	\$ 39,856.19	5.4%
POSTAGE	1,000.00	1,182.06	75.42	-93.6%
BUSINESS SALES EXPENSE	16,005.06	7,935.14	16,191.90	104.1%
SPECIAL EVENT EXPENSE		5,526.92	-	-100.0%
SOFTWARE			36,120.00	100.0%
CLIENT EXPENSE *		23,023.53	22,470.60	-2.4%
DUES & MEMBERSHIP	4,625.00	3,795.00	3,399.00	-10.4%
ADVERTISING	3,180.00	1,445.71	972.27	-32.7%
REPAIR & MAINTENANCE	36,234.22	61,139.99	69,450.42	13.6%
PRINTING	256.85	1,540.00	1,010.50	-34.4%
EQUIPMENT RENTAL	10,691.27	5,852.30	409.85	-93.0%
AUTO	3,557.61	3,379.60	2,682.69	-20.6%
INSURANCE				
BUILDING (Liability)	66,385.38	66,655.50	67,514.32	1.3%
OTHER (WC, D&O, Disability)	13,448.06	14,542.60	14,871.00	2.3%
UTILITIES	176,851.02	170,620.00	187,736.85	10.0%
TELEPHONE	8,915.68	8,630.12	8,700.74	0.8%
CREDIT CARD FEES	4,168.13	4,727.48	5,521.81	16.8%
BUILDING INSPECTIONS	3,971.97	3,957.75	3,994.02	0.9%
PROFESSIONAL/SERVICE CONTRACT	92,346.25	108,042.56	98,906.91	-8.5%
MISCELLANEOUS *	17,716.03	3,577.65	5,492.23	53.5%
UNEMPLOYMENT INSURANCE	5,110.01	1,208.08	-	-100.0%
TOTAL #400 EXPENSES	<u>\$ 502,676.10</u>	<u>\$ 534,595.98</u>	<u>\$ 585,376.72</u>	9.5%

* Separated Client Expenses from Miscellaneous in 2014