

**2016**  
**ANNUAL REPORT**

SARATOGA SPRINGS  
CITY CENTER AUTHORITY



**2016 ANNUAL REPORT  
PRESENTED BY**

**2017 CITY CENTER AUTHORITY**

JOSEPH W. DALTON, Jr., *Chair*

RICHARD L. HIGGINS, *Vice Chair*

ROGER GOLDSMITH, *Secretary*

DAN PICKETT

J. THOMAS ROOHAN

SHELBY SCHNEIDER

CHARLES WHEELER

MAYOR JOANNE YEPSEN, *Ex-Officio*

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

**CITY CENTER STAFF**

RYAN E. M. MCMAHON  
*Executive Director*

SUSAN BAKER  
*Director of Sales*

**MARCH 8, 2017**



# SARATOGA SPRINGS CITY CENTER

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

March 8, 2017

Dear Friends of the City Center,

Annual report letters often are filled with so many facts and percentages that your eyes glaze over. So I will use just a few meaningful numbers.

2016 saw record numbers of convention guests and day guests.

We hosted 54 new events and 117 return events.

That's it for numbers!

Construction on the parking structure has gone through all city boards with approvals, but actual construction has been delayed temporarily by a lawsuit.

At the end of the year, Mark Baker stepped away from heading the City Center after 33 years, but will remain in a part time status through construction of the parking structure.

Judy LeCain and Andi Gardner both retired, but Judy agreed to digitize the history of the City Center on a part time basis.

After a true national search, we found that the best choice for our new president was working at our Center. Ryan McMahon assumed the duties on January 1, 2017. His decade plus of work at centers in New York City was a fantastic training ground for this position, and 2017 results to date prove it.

Special thanks must go to those men and women who work daily in maintaining the property and hosting almost 160,000 guests in 2016. Great job TEAM!!!

Sincerely,

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

**Summary of 2016  
January 1 - December 31**

I. Guests

Total City Center Guests		178,720
Convention Guests (Lodged)	21,521	
Day Guests	157,199	

II. Economic Impact

Potential Sales Generated***		\$ 34,726,016.59
Convention Guest Spending*	\$ 20,744,737.53	
Day Guest Spending**	\$ 13,981,279.06	
 New Sales Tax Revenues		 \$ 2,430,821.16
State 4.00%	\$ 1,389,040.66	
County 1.50%	\$ 520,890.25	
City 1.50%	\$ 520,890.25	

III. In 2016, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	71	
Trade Shows - Industry	10	
Gate Shows	31	
Banquets	25	
Special Events	34	
 Total Number of Events		 171
 2016 Event Breakout		
53 First Time Events	31%	
118 Return Events	69%	
 Total Number of Paid Event Days		 260.00
Total Number of Building Use Days		319.75
 Public Service Events	 19	

\*Based on Saratoga Convention Bureau figure of \$379.50 per convention guest spending per day and association spending per delegate for 2.54 days; \$963.93 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 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.

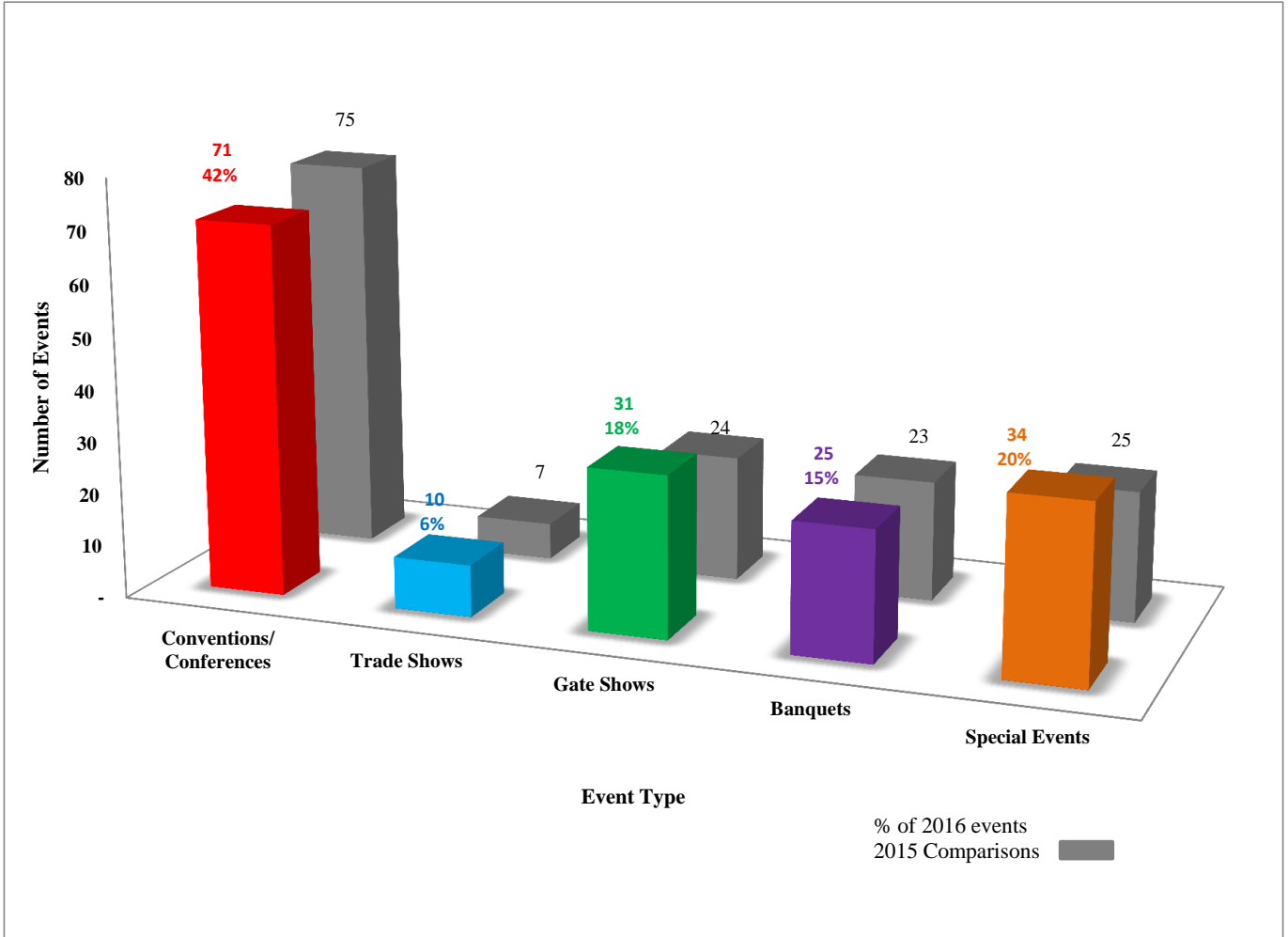
## History

<b>Year</b>	<b>Number of Events</b>	<b>Number of Event Days</b>	<b>Number of Building Use Days</b>
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	154	252.25	310.75
2016 Actual	171	260.00	319.75
2017 <sup>e</sup>	131	254.00	302.50

\* Excludes 60 opening and free community activities

<sup>e</sup> Estimate: Budgeted for 2017

# 2016 Market Segments



## SARATOGA SPRINGS CITY CENTER 2016 ACCOMPLISHMENTS

2016 proved to be a year of significant change for the City Center. In June, Susan Baker, joined the sales team in anticipation of Andi Gardner's retirement in July. In July, Susan was named as Director of Sales. 2016 ended with the retirement of Mark Baker as the City Center President and Ryan McMahon stepping up as the City Center's new Executive Director. The staff changes did not distract the sales team from their primary focus of keeping the building full and making sure all of our clients had a positive experience. Our facility was in use a total of 319.75 days, hosting 171 events, 53 were first time events at the City Center.

The sales team at the City Center and the collective Saratoga Springs hospitality industry are acutely aware of the increased competition we're facing. The significant increase in conference and event inventory promised by a March 2017 opening of the Albany Capital Center and early February opening of the Rivers Casino are keeping us on our toes. Much fanfare and buzz has surrounded the opening of these two new locations and highlighting the benefits of meeting in Saratoga Springs has become paramount to maintaining market share. We are working to secure multi-year contracts and proactively seeking out business opportunities.

Many meeting planners have remarked that they are impressed by the cooperative team approach they encounter when considering Saratoga for a conference. We've been asked, "how does Saratoga train the community to be so welcoming, and to have such a customer-centric approach", our answer is always the same- at our core we are here to please and serve our customers, this is not rhetoric or "an approach" it's a core value of our community. The strong collaboration and partnership we share with the Saratoga Convention & Tourism Bureau, Saratoga County Chamber of Commerce, Downtown Saratoga Business Improvement District, Elected and Civic Leadership, and Hotel Partners is a testament to the laser focus we all share in providing the best possible experience for our clients and enhancing the economic vibrancy of Saratoga Springs.

The following list of future events that were confirmed in 2016 is an indication of this successful teamwork:

- |  |           |      |
|--|-----------|------|
| • Northeast Organic Farming Association          | January   | 2017 |
| • United University Professions                  | January   | 2017 |
| • Hudson Mohawk Traditional Dances, Inc.         | February  | 2017 |
| • NY Assn. of Drug Treatment Court Professionals | March     | 2017 |
| • Empire State College                           | March     | 2017 |
| • Northeastern Woodworkers Association           | March     | 2017 |
| • NYSARC, Inc.                                   | April     | 2017 |
| • Advanced Semiconductor Industry                | May       | 2017 |
| • Leading Age NY/ FLTC                           | May       | 2017 |
| • LEAF, Inc.                                     | September | 2017 |
| • Pool Corp                                      | November  | 2017 |
| • NYS Reading Association                        | November  | 2017 |
| • Northeast Organic Farming Association          | January   | 2018 |
| • United University Professions                  | January   | 2018 |
| • Trucking Association of New York               | April     | 2018 |



- American Water Works Association April 2018
- NYS Dental Association May 2018
- Association of School Business Officials June 2018
- 2<sup>nd</sup> Circuit Court of Appeals June 2018
- LEAF, Inc. September 2018
- HB Davis Seed Co. September 2018
- NY School Nutrition Association October 2018
- Association of Math Teachers November 2018
  
- Association of Professional Land Surveyors January 2019
- Trucking Association of New York April 2019
- Association of School Business Officials June 2019
- NYS Funeral Directors Association August 2019
- LEAF, Inc. September 2019
- New York Library Association November 2019
  
- Trucking Association of New York April 2020
- LEAF, Inc. October 2020
- New York Library Association November 2020

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

- National Grid May 2017
- Angiodynamics June 2017
  
- Saratoga County Planning Dept January 2018
- NYS Council of Health-System Pharmacists April 2018
- NYS Bankers Association May 2018
  
- Northeast Organic Farmers Association January 2019
- Empire State College March 2019
  
- Empire State College March 2020
- NYS Council of Health-System Pharmacists April 2020

In 2016, return business to the City Center was 69%. The other 31%, first time clients, included the following list of 53 groups. Many in this list have already booked for future years.

- Lawrence/Ruof Wedding Dinner
- Chamber Board of Directors
- National Grid
- Mountain View Group
- Empire Broadcasting Bridal Expo
- Capital Region Golf Expo
- NY State Motor Truck Association
- Erie Materials
- HUD Conference
- Kasich for America Town Hall
- NYS ARC, Inc.
- Naval Site Reception
- Spa City Jiu Jitsu
- Lions Club Press Conference
- Healthcare Association of NYS

- Twin Rivers Council Good Scout Dinner
- US Probation
- Trane
- Casella Waste
- Community Meeting
- Driscoll Foods
- Stillwater HS Prom
- SUNY Community Colleges & the Education Pipeline
- NYS Liquor Store Association
- Tremper Bar Mitzvah
- Scott 80<sup>th</sup> Birthday
- Bond, Schoeneck & King
- National Holstein Association
- Saratoga Springs HS Class of 1996
- NYS Tech Enterprise Corporation
- Lions Club Potato Chip Expo
- Burnt Hills Ballston Lake Class Reunion
- AYCO
- Chamber City Share
- Equestricon Press Conference
- Lecce Party
- The Daily Gazette Pet Expo
- Saratoga Springs International Film Festival
- Cisco
- Vicarious Visions
- StartUp Saratoga
- Shenendehowa Class of 1981 Reunion
- Association of Fire Districts
- McNeil & Company
- Health Research Incorporated
- Northeastern Association of the Blind at Albany
- National Center for Missing & Exploited Children
- Adirondack Trust Company Employee Dinner
- Townsquare Media Men's Expo
- Townsquare Media Zombie Prom
- Saratoga County Prosperity Partnership
- New Life Fellowship
- Saratoga Pop Warner

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 20 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
  
- 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

The City Center post-event survey is intended to provide insights into how our customers perceive our performance and our building. In addition, it's a powerful tool to help us reach our goals and make our team more effective. The many positive comments we receive throughout the year include the following:

Eric Hirschmann, Groom from the Tiwari & Hirschmann Wedding

*"We really enjoyed ourselves and the venue was perfect! Our guests were full of compliments. We especially enjoyed the big windows looking out onto Broadway, especially on a festival day. You and your team were great to work with and frankly, the entire process was simple and easy- thank you very much for a job well done."*

Catholic Charities – Festival of Trees

*"The staff has always been extremely helpful and most accommodating to our needs."  
"All are professional and hospitable, seems like family after all these years."*

Saratoga Center for the Family- Holiday Craft Marketplace

*"We found the staff incredibly pleasant and anxious to serve! What a pleasure to work with these people."*

National Holstein Association USA

*"Thanks so much for helping make the 2016 National Holstein Convention a success! It was a real pleasure working with you. I certainly appreciate your quick responses to my questions and attention to detail. Again, many thanks. "*

Rotary Education Foundation

*"It was a wonderful day. I am so very thankful for everything the City Center does for us. Mike was a huge help and everyone was just fantastic!"*

Saratoga Springs Police Department

*Thanks for everything during yesterday's conference; we received excellent feedback from the attendees.*

Curtis Lumber

*"It's hard to believe that our 25<sup>th</sup> Builders Expo has come and gone. Thanks so much for helping us make this event another success! We wanted the 25<sup>th</sup> Expo to be something special and I believe we achieved our goal! We are still hearing great feedback from our customers, vendors and employees this was the best expo ever! I couldn't have done that without your help. As always your staff is a pleasure to work with."*

The following events/groups were hosted as 2016 Public Service to the Community:

- Chowderfest 2016
- City of Saratoga Springs – Mayoral Inauguration
- Chamber Board of Directors Meeting
- DBA Meeting
- Leadership Saratoga
- Rotary Foundation Board Meetings
- Saratoga Convention & Tourism Bureau Fam Breakfast
- Saratoga Convention & Tourism Bureau Board Meeting
- Press Conference: Lions Club Potato Chip Expo
- Presidential Primary Election
- City of Saratoga Springs Primary & General Elections
- Equestricon Press Conference
- Victorian Streetwalk

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
• 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
• Greg Gorton	2016	1 Year
• Susan Baker	2016	1 Year
• Debra Trials	2016	1 Year
• Kim DenBesten	2016	1 Year

We participated in the 2016 Albany Business Review Best Places to Work Survey. Here is what our staff has to say about working at the City Center:

*“This is the best and most rewarding organization I have ever worked for. The personal plus professional engagement and respect each person is afforded is outstanding and inspiring; an organization of valued individuals that serve the betterment of the organization and community.”*

*“We provide a beautiful building with top notch service to all of our clients. We offer a variety of options to create an event that can be personalized to make each event unique. The staff is a team that works well together to make our venue a great success!”*

*“The City Center provides a valuable resource to the economic development of Saratoga. Everyone who works at the City Center is treated with respect and their contribution to the operation is valued, working here makes me feel that my work is valuable and my effort appreciated.”*

## **Staff Professional Development**

Edward Jones Social Security Seminar  
IAVM Regional Conference – Minneapolis, MN  
Global Meetings Industry Day  
NYALGRO School- Records Management Officer Training  
Department of Labor- Webinar on Fair Labor Standards  
Saratoga County Worker's Compensation 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)  
Networking events for the Albany Business Review  
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; Education Committee  
Empire State Society of Association Executives; Trade Show Committee  
Saratoga County Chamber of Commerce  
Saratoga Economic Development Corporation  
Saratoga Convention & Tourism Bureau  
New York State Association Executives

## **Volunteer and Civic Involvement**

### **Served on Committees for the following Events:**

Bartenders' Ball  
Rotary Education Foundation  
Women of Influence – Selection committee  
Saratoga Arts Fest  
Tie the Knot in Toga

### **Member of the Board/Committee for the following Associations:**

Saratoga Convention & Tourism Bureau  
Saratoga County Tourism Advisory Board  
Saratoga National Little League  
Saratoga County Agricultural Society  
Saratoga County Chamber of Commerce; Ambassador  
NYS Upstate Coalition for Fair Game  
NYS Association of Agricultural Fairs, Recording Secretary & District 2 Director  
Saratoga Hospitality Committee  
Boy 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  
ASPCA, Guardian  
World Wildlife Fund  
Wreaths Across America

**Building Deposits  
December 2016**

Jul-16	CMI Communications	A/V	1,000.00
Dec-16	High Peaks Sound Inc.	A/V	1,000.00
Jul-04	Black Diamond	Catering	1,000.00
Apr-16	DZ Restaurants	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-01	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
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
Jan-16	Belmonte & Son Tent Rental	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-17	500.00
Jan-16	Saratoga First Night-084 (Credit from 2015)	Jan-17	1,000.00
Jan-16	Alpin Haus-147	Jan-17	500.00
Apr-16	Saratoga Chamber-069D	Jan-17	500.00
May-16	Capital District Youth for Christ-674	Jan-17	500.00
Jul-16	United University Professions-321	Jan-17	500.00
Aug-16	Saratoga Arts-First Night-084	Jan-17	1,750.00
Sep-16	NE Organic Farmers-741	Jan-17	7,100.00
Sep-16	Alpin Haus-RV-147	Jan-17	3,062.50
Nov-16	Alpin Haus-147	Jan-17	3,562.50
Nov-16	Saratoga Chamber Dinner-069D	Jan-17	1,425.00
Nov-16	Saratoga Arts-First Night-084	Jan-17	1,750.00
Oct-16	Capital District Youth for Christ-674	Jan-17	2,000.00
Dec-16	United University Professions-321	Jan-17	1,650.00
Dec-16	Capital District Youth for Christ-674	Jan-17	2,500.00
Dec-16	Northeast Organic Farming Assn of NY-741	Jan-17	7,600.00



**Building Deposits  
December 2016**

Sep-15	Greenfield Fire District-792	Feb-17	500.00
Jan-16	Eric Hirschmann-7945	Feb-17	500.00
Mar-16	Townsquare Beer Summit-699	Feb-17	500.00
Apr-16	Captain Youth & Family Svcs-069F	Feb-17	500.00
Jun-16	Dance Flurry Organization-508	Feb-17	500.00
Jun-16	DA Collins-795	Feb-17	500.00
Aug-16	Hirschmann Wedding-7945	Feb-17	900.00
Sep-16	Greenfield Fire District-792	Feb-17	925.00
Sep-16	Flurry Festival-508	Feb-17	6,000.00
Sep-16	Townsquare Live Events-699	Feb-17	3,350.00
Sep-16	CAPTAIN Youth & Family-069F	Feb-17	1,425.00
Oct-16	DA Collins-795	Feb-17	2,050.00
Dec-16	Skidmore College-436	Feb-17	1,100.00
Dec-16	Greenfield Fire District-792	Feb-17	1,425.00
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
Apr-16	SiteOne Landscape-039	Mar-17	500.00
Apr-16	Saratoga County EOC-246	Mar-17	500.00
May-16	Capital District Youth for Christ-674B	Mar-17	500.00
May-16	Curtis Lumber-598	Mar-17	500.00
May-16	NY Drug Treatment Court-551	Mar-17	500.00
Jun-16	Rotary Home Show-395A	Mar-17	500.00
Jun-16	Empire State College-110A	Mar-17	500.00
Aug-16	ADK Sports-711	Mar-17	500.00
Sep-16	Saratoga EOC-246	Mar-17	512.50
Sep-16	SiteOne-039	Mar-17	1,500.00
Sep-16	NYS Athletic Administrators-276	Mar-17	2,350.00
Nov-16	US Budokai Karate-8246	Mar-17	975.00
Nov-16	Drug Treatment Court Professionals-551	Mar-17	750.00
Oct-16	Saratoga Rotary Club-395A	Mar-17	9,225.00
Oct-16	Dig Safely NY-392	Mar-17	1,637.50
Oct-16	Capital District Youth for Christ-674B	Mar-17	850.00
Oct-16	Empire State College-110A	Mar-17	4,100.00
Oct-16	Saratoga Hospital-416B	Mar-17	2,500.00
Oct-16	ANCA-119	Mar-17	500.00
Oct-16	Curtis Lumber-598	Mar-17	2,512.50
Dec-16	ANCA-119	Mar-17	2,250.00
Dec-16	ADK Sports & Fitness-711	Mar-17	2,406.25
Oct-12	American Waterworks-688	Apr-17	500.00
Sep-13	NYS Speech-Language-081	Apr-17	500.00
Jul-15	CSEA-528	Apr-17	500.00
Jul-15	NYS Motor Truck-397	Apr-17	500.00
Feb-16	Capital Job Development-437	Apr-17	500.00
Apr-16	NE Woodworkers-037	Apr-17	500.00
Jun-16	Saratoga Bridges-027	Apr-17	500.00
Jun-16	Wilton EMS-755	Apr-17	500.00
Jul-16	NYS Art Teachers-266	Apr-17	500.00
Jul-16	Spaulding & Rogers-565	Apr-17	500.00
Sep-16	Capital Job Development-437	Apr-17	450.00

**Building Deposits  
December 2016**

Sep-16	NYS Art Teachers-266	Apr-17	1,425.00
Oct-16	American Water Works-688	Apr-17	3,700.00
Oct-16	Civil Service Employees Assn-528	Apr-17	2,500.00
Oct-16	NYS Speech Language-081	Apr-17	3,062.50
Oct-16	NYS Motor Truck-397	Apr-17	1,025.00
Oct-16	Saratoga Bridges-027	Apr-17	925.00
Oct-16	NE Woodworkers-037	Apr-17	5,562.50
Dec-15	NYS Local Govt IT Directors-634	May-17	500.00
Feb-16	Jewish Federation-783	May-17	500.00
Apr-16	Saratoga High School-420A	May-17	500.00
May-16	Fourth District Dental-504	May-17	500.00
Sep-16	Leading Age-658	May-17	500.00
Nov-16	Fourth District Dental-504	May-17	4,812.50
Nov-16	Saratoga Comic Con-201	May-17	4,600.00
Nov-16	SEMI-180	May-17	2,700.00
Nov-16	Shenendehowa HS Jr. Prom-433B	May-17	500.00
Oct-16	SEMI-180	May-17	500.00
Dec-16	Saratoga Springs Schools-420A	May-17	925.00
Oct-15	AHC Group-810	Jun-17	500.00
Jan-16	Guilderland High School-7939	Jun-17	500.00
Mar-16	Ballston Spa HS-151	Jun-17	500.00
Jul-16	Stillwater School-732	Jun-17	500.00
Aug-16	Hoosic Valley School-768	Jun-17	500.00
Aug-16	BOCES-113D	Jun-17	500.00
Aug-16	Shenendehowa School-433A	Jun-17	500.00
Sep-16	Schuylerville School-430	Jun-17	500.00
Nov-16	Guilderland HS-7939	Jun-17	550.00
Nov-16	Hoosic Valley HS-768	Jun-17	1,087.50
Dec-16	Bond, Schoeneck & King-8004	Jun-17	500.00
Dec-16	Schuylerville Schools-430	Jun-17	1,337.50
Dec-16	Ballston Spa Schools-151	Jun-17	600.00
Dec-16	Stillwater Schools-732	Jun-17	925.00
Dec-16	BOCES-113D	Jun-17	925.00
Sep-16	FC4, Inc.-778	Jul-17	900.00
Apr-14	NYS Funeral Directors-066	Aug-17	500.00
Aug-16	REVEAL-8037	Aug-17	500.00
Sep-16	Equestricon-8215	Aug-17	500.00
Nov-16	Senior Services of Albany-8279	Aug-17	500.00
Jul-13	NYS COSS-088	Sep-17	500.00
Dec-15	HB Davis Seed-091	Sep-17	500.00
Sep-16	Concord Pools-8229	Sep-17	500.00
Dec-16	JDRF-8171	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
Feb-16	Capital Job Development-437	Oct-17	500.00

**Building Deposits  
December 2016**

May-16	Saratoga Rotary Foundation-395C	Oct-17	500.00
Jun-16	John Bonville Wedding Reception-8114	Oct-17	500.00
Sep-16	Community Health Care-105	Oct-17	500.00
Dec-16	No. Souvenir Salesmen Assoc.-174	Oct-17	500.00
Sep-13	NYS Teachers Retirement-149	Nov-17	500.00
May-14	NYLA-260	Nov-17	500.00
Apr-16	NYS Trooper Foundation-7980	Nov-17	4,600.00
Jul-16	NYS Reading Assn-258	Nov-17	500.00
Oct-16	Pool Corp-782	Dec-17	500.00
Jul-16	United University Professions-321	Jan-18	500.00
Jul-16	NE Organic Farming-732	Jan-18	500.00
Dec-16	Cartwheels Gymnastics-8348	Feb-18	500.00
Apr-15	NYS Athletic Administrators-276	Mar-18	500.00
Aug-15	Continental Chess-762	Mar-18	500.00
Dec-16	Empire State College-110A	Mar-18	500.00
Sep-13	NYS Speech-Language-081	Apr-18	500.00
Apr-16	American Water Works-688	Apr-18	500.00
Aug-16	Trucking Assn of NY-397	Apr-18	500.00
Dec-15	NYS Local Govt IT Directors-634	May-18	500.00
Sep-16	Fourth District Dental-504	May-18	500.00
Jun-13	CUANY-277	Jun-18	500.00
Oct-15	AHC Group-810	Jun-18	500.00
Mar-16	NYS ASBO-547	Jun-18	500.00
Jul-16	NYS Dental Assn-8168	Jun-18	500.00
Dec-16	US Court of Appeals Second Circuit-465	Jun-18	500.00
Jul-13	NYS COSS-088	Sep-18	500.00
Feb-16	HB Davis Seed-091	Sep-18	500.00
Sep-14	NYS Nurse Practitioners-517	Oct-18	500.00
Mar-15	Cerebral Palsy-777	Oct-18	500.00
Feb-16	NY School Nutrition-427	Oct-18	500.00
Feb-15	NYS Teachers' Retirement-149	Nov-18	500.00
May-15	NYS Parent Teacher Assn-281	Nov-18	500.00
Feb-16	Assn of Mathematics Teachers-031	Nov-18	500.00
Sep-16	NYS Land Surveyors-630	Jan-19	500.00
Apr-15	NYS Athletic Administrators-276	Mar-19	500.00
Aug-16	Trucking Assn of NY-397	Apr-19	500.00
Dec-16	American Water Works Assoc.-688	Apr-19	500.00
Dec-15	NYS Local Govt IT Directors-634	May-19	500.00

**Building Deposits  
December 2016**

Mar-16	NYS ASBO-547	Jun-19	500.00
Apr-16	NYS Funeral Directors-066	Aug-19	500.00
Jun-16	LEAF-088	Sep-19	500.00
Mar-15	Cerebral Palsy-777	Oct-19	500.00
Jul-14	NYS Foreign Language Teachers-514	Nov-19	500.00
Apr-16	NYLA-260	Nov-19	500.00
Apr-15	NYS Athletic Administrators-276	Mar-20	500.00
Aug-16	Trucking Assn of NY-397	Apr-20	500.00
Mar-15	Cerebral Palsy-777	Oct-20	500.00
Jun-16	LEAF-088	Oct-20	500.00
Apr-16	NYLA-260	Nov-20	500.00
	Total Deposits on Hand		207,456.25
	Deposits on Hand November 30, 2016	213,990.83	
	Received December 2016	28,143.75	
	Deposits Transferred December 2016	-34,678.33	
	<b>Total Deposits on Hand December 31, 2016</b>	<b><u>207,456.25</u></b>	

## INCOME BUDGET 2016

### REVENUE

Building Rental	\$ 655,155.00
Catering	175,000.00
Reimburse Current Year Expenses	90,179.00
Miscellaneous	60,000.00
Interest Income Operating Account	<u>200.00</u>
	<b>\$ 980,534.00</b>
Room Occupancy Tax	544,972.00
Munic. Exp/Capital Fund	<u>137,000.00</u>
<b>TOTAL REVENUE</b>	<b><u>\$ 1,662,506.00</u></b>

## EXPENSE BUDGET 2016

### EXPENSES

Salaries	\$ 757,917.00
Benefits	350,578.00
Equipment:	
Office	4,000.00
Building	9,000.00
Supplies:	
Office	3,500.00
Janitorial	35,000.00
Decorating	5,000.00
Postage	750.00
Business Expense/Sales	15,000.00
Client Event Expenses	16,000.00
Repair Equipment	10,000.00
Printing	1,500.00
Advertising	1,000.00
Legal Advertising	1,000.00
Dues & Membership	3,750.00
Equipment Rental:	
Building	1,000.00
Production	2,500.00
Vehicle Maintenance	2,000.00
Vehicle Gas	975.00
Vehicle Insurance	2,800.00
Repair Building	35,000.00
Building Inspections	4,300.00
Building Insurance	73,645.00
Utilities	178,500.00
Telephone	8,500.00
Credit Card Fees	7,000.00
Professional Services	93,500.00
Legal	5,000.00
Insurance (WC,D&O,Dis)	18,750.00
Miscellaneous	6,000.00
Contingency	9,041.00
Unemployment Insurance	-
<b>TOTAL EXPENSES</b>	<b><u>\$ 1,662,506.00</u></b>

## ADJUSTED AND ACTUAL INCOME BUDGET 2016

REVENUE	2016 APPROVED BUDGET	2016 ADJUSTED BUDGET	2016 ACTUAL YEAR END	%
Building Rental	655,155.00	655,155.00	654,111.66	-0.2%
Catering	175,000.00	175,000.00	179,946.71	2.8%
Reimburse Current Year Expenses	90,179.00	90,179.00	72,790.40	-19.3%
Miscellaneous	60,000.00	60,000.00	52,913.03	-11.8%
Interest Income Operating Account	<u>200.00</u>	<u>200.00</u>	<u>115.28</u>	-42.4%
	<b>\$ 980,534.00</b>	<b>\$ 980,534.00</b>	<b>\$ 959,877.08</b>	<b>-2.1%</b>
Encumbered Funds	-	-	-	0.0%
Munic. Exp/Capital Fund	\$ 137,000.00	\$ 137,000.00	\$ 134,043.60	-2.2%
Room Occupancy Tax	<u>544,972.00</u>	<u>619,972.00</u>	<u>619,972.00</u>	0.0%
<b>TOTAL REVENUE</b>	<b><u>\$ 1,662,506.00</u></b>	<b><u>\$ 1,737,506.00</u></b>	<b><u>\$ 1,713,892.68</u></b>	<b>-1.4%</b>

## ADJUSTED AND ACTUAL EXPENSE BUDGET 2016

EXPENSES	2016 APPROVED BUDGET	2016 ADJUSTED BUDGET	2016 ACTUAL YEAR END	%
Salaries	\$ 757,917.00	\$ 820,106.26	\$ 819,137.76	-0.1%
Benefits	350,578.00	366,379.91	344,516.49	-6.0%
Equipment:				
Office	4,000.00	2,200.00	1,436.17	-34.7%
Building	9,000.00	1,750.11	1,514.50	0.0%
Supplies:				
Office	3,500.00	3,500.00	2,881.23	-17.7%
Janitorial	35,000.00	35,000.00	23,573.70	-32.6%
Decorating	5,000.00	5,916.50	5,916.50	0.0%
Postage	750.00	750.00	712.00	-5.1%
Business Expense/Sales	15,000.00	15,000.00	14,843.71	-1.0%
Client Expenses-Reimbursed	16,000.00	21,850.00	21,223.88	-2.9%
Repair Equipment	10,000.00	10,000.00	8,596.79	-14.0%
Printing	1,500.00	490.00	240.00	-51.0%
Advertising	1,000.00	2,935.25	2,935.25	0.0%
Legal Advertising	1,000.00	-	-	0.0%
Dues & Membership	3,750.00	3,750.00	3,683.00	-1.8%
Equipment Rental:				
Building	1,000.00	1,000.00	348.00	-65.2%
Production	2,500.00	2,500.00	252.00	-89.9%
Vehicle Maintenance	2,000.00	2,068.72	2,068.72	0.0%
Vehicle Gas	975.00	975.00	378.86	-61.1%
Vehicle Insurance	2,800.00	2,800.00	2,004.88	-28.4%
Repair Building	35,000.00	35,000.00	25,532.28	-27.1%
Building Inspections	4,300.00	3,786.17	3,786.17	0.0%
Building Insurance	73,645.00	67,315.00	56,766.09	-15.7%
Utilities	178,500.00	178,500.00	176,353.18	-1.2%
Credit Card Fees	7,000.00	7,000.00	5,568.93	-20.4%
Telephone	8,500.00	9,097.33	9,084.70	-0.1%
Professional Services	93,500.00	107,914.00	105,267.42	-2.5%
Legal	5,000.00	8,360.00	8,154.50	-2.5%
Insurance (WC,D&O,Dis)	18,750.00	19,825.00	19,822.31	0.0%
Miscellaneous	6,000.00	1,735.75	1,733.90	-0.1%
Contingency	9,041.00	1.00	-	0.0%
Unemployment Insurance	-	-	-	0.0%
Encumbered Funds	-	-	-	0.0%
<b>TOTAL EXPENSES</b>	<b>\$ 1,662,506.00</b>	<b>\$ 1,737,506.00</b>	<b>\$ 1,668,332.92</b>	<b>-4.0%</b>



## 2016 OPERATING STATEMENT

REVENUES AND EXPENSES	2014	2015	2016	% Change
Operating Revenues:				
Special Event-Donations	\$ 5,760.00	\$ -	\$ -	0.0%
Investment Interest	136.16	153.30	115.28	-24.8%
Facility Rental	576,648.00	638,892.50	654,111.66	2.4%
Catering	158,542.52	197,779.59	179,946.71	-9.0%
Reimb. Current Yr.Exp.	77,496.51	73,771.72	72,790.40	-1.3%
Miscellaneous	45,919.43	38,844.78	52,913.03	36.2%
<b>Total Operating Revenues</b>	<b>\$ 864,502.62</b>	<b>\$ 949,441.89</b>	<b>\$ 959,877.08</b>	<b>1.1%</b>
Operating Expenses				
(100) Personnel	\$ 704,526.07	\$ 702,864.52	\$ 819,137.76	16.5%
(200) Equipment	9,384.17	456.00	2,950.67	547.1%
(400) Other Expenses	534,595.98	585,376.72	501,728.00	-14.3%
(800) Employee Benefits	340,992.18	324,664.77	344,516.49	6.1%
(900) Contingency	-	-	-	0.0%
<b>Total Operating Expenses</b>	<b>\$ 1,589,498.40</b>	<b>\$ 1,613,362.01</b>	<b>\$ 1,668,332.92</b>	<b>3.4%</b>
Operating Loss	(724,995.78)	(663,920.12)	(708,455.84)	6.7%
Non-Operating Revenue				
Munic. Exp/Capital Fund	134,282.52	134,282.52	134,043.60	-0.2%
Add'l Retirement Funds	-	6,761.77	-	
Transfer/Non-Operating				
Funds-Room Occupancy Tax	588,764.00	514,000.00	619,972.00	20.6%
Encumbered Funds	2,200.00	12,906.25	-	
Use of Restricted Funds	-	36,120.00	-	
<b>Total Non-Operating Revenues</b>	<b>\$ 725,246.52</b>	<b>\$ 704,070.54</b>	<b>\$ 754,015.60</b>	<b>7.1%</b>
<b>Balance-Fiscal Year</b>	<b>\$ 250.74</b>	<b>\$ 40,150.42</b>	<b>\$ 45,559.76</b>	

## 2016 #400 EXPENSES

EXPENSE	2014	2015	2016	% Change
SUPPLIES	\$ 37,813.99	\$ 39,856.19	\$ 32,371.43	-18.8%
POSTAGE	1,182.06	75.42	712.00	844.0%
BUSINESS SALES EXPENSE	7,935.14	16,191.90	14,843.71	-8.3%
SPECIAL EVENT EXPENSE	5,526.92	-	-	0.0%
SOFTWARE		36,120.00	-	-100.0%
CLIENT EXPENSE *	23,023.53	22,470.60	21,223.88	-5.5%
DUES & MEMBERSHIP	3,795.00	3,399.00	3,683.00	8.4%
ADVERTISING	1,445.71	972.27	2,935.25	201.9%
REPAIR & MAINTENANCE	61,139.99	69,450.42	36,197.79	-47.9%
PRINTING	1,540.00	1,010.50	240.00	-76.2%
EQUIPMENT RENTAL	5,852.30	409.85	600.00	46.4%
AUTO	3,379.60	2,682.69	2,383.74	-11.1%
INSURANCE				
BUILDING (Liability)	66,655.50	67,514.32	56,766.09	-15.9%
OTHER (WC, D&O, Disability)	14,542.60	14,871.00	19,822.31	33.3%
UTILITIES	170,620.00	187,736.85	176,353.18	-6.1%
TELEPHONE	8,630.12	8,700.74	9,084.70	4.4%
CREDIT CARD FEES	4,727.48	5,521.81	5,568.93	0.9%
BUILDING INSPECTIONS	3,957.75	3,994.02	3,786.17	-5.2%
PROFESSIONAL/SERVICE CONTRACT	108,042.56	98,906.91	113,421.92	14.7%
MISCELLANEOUS *	3,577.65	5,492.23	1,733.90	-68.4%
UNEMPLOYMENT INSURANCE	1,208.08	-	-	0.0%
TOTAL #400 EXPENSES	<u>\$ 534,595.98</u>	<u>\$ 585,376.72</u>	<u>\$ 501,728.00</u>	-14.3%

\* Separated Client Expenses from Miscellaneous in 2014