

2017
ANNUAL REPORT

SARATOGA SPRINGS
CITY CENTER AUTHORITY



**2017 ANNUAL REPORT
PRESENTED BY
2018 CITY CENTER AUTHORITY**

J. THOMAS ROOHAN, *Chair*

RICHARD L. HIGGINS, *Vice Chair*

ROGER GOLDSMITH, *Secretary*

SHAUN WIGGINS

DOROTHY ROGERS-BULLIS

ROSEMARY RATCLIFF

STEVE SULLIVAN

MAYOR MEG KELLY, *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 7, 2018



SARATOGA SPRINGS CITY CENTER

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RYAN E. McMAHON
Executive Director

March 5th, 2018

Dear Friends of the City Center,

In preparation for writing this letter I took some time and read many of the past letters that have preceded the annual report. While there were several different authors over the years, every letter is filled with optimism for the future of City Center and the City of Saratoga Springs. This letter, the first I have written, reflects the same sense of optimism and positivity for the future of the City Center and the community it serves.

This past year the City Center staff has worked very hard. In 2017 the City Center hosted 175 events, this is a record number of events for the facility. These 175 events translated to 333 days of building use, this exceeded the previous record by thirteen days. The sales staff made up of Susan Baker, Rebecca Vickery and Lauren Rowland have worked very hard to achieve this and are pushing to set another record in 2018.

The end of 217 also had an internal staffing change that will be important to the long-term operation of the City Center. Shelby King was promoted to the position of Operations Manager after a year of going above and beyond. The back of house staff along with Shelby serviced the over 160,000 visitors that came through the facility last year.

This year we also said goodbye to Joe Dalton as the Chair of the City Center Authority. Joe was a great asset to the City Center and helped make my first year as Executive Director as successful as it has been.

I personally want to thank Joe Dalton and the entire City Center Authority for the support and leadership they have shown, both as members of the Authority and in the community. They along with the Mayor, City Commissioners and citizens of Saratoga Springs keep this community an unrivaled destination in New York State.

Thank you for your support

Ryan E McMahon, Executive Director
City Center Authority

**Summary of 2017
January 1 - December 31**

I. Guests

Total City Center Guests	166,626
Convention Guests (Lodged)	20,671
Day Guests	145,955

II. Economic Impact

Potential Sales Generated***	\$	32,906,634.73
Convention Guest Spending*	\$	19,925,397.03
Day Guest Spending**	\$	12,981,237.70
New Sales Tax Revenues	\$	2,303,464.43
State 4.00%	\$	1,316,265.39
County 1.50%	\$	493,599.52
City 1.50%	\$	493,599.52

III. In 2017, the City Center provided the Saratoga area with the following business activity:

Conventions/Conferences	66
Trade Shows - Industry	7
Gate Shows	36
Banquets	26
Special Events	40
Total Number of Events	175
2017 Event Breakout	
49 First Time Events	28%
126 Return Events	72%
Total Number of Paid Event Days	273.00
Total Number of Building Use Days	333.25
Public Service Events	15

*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 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.

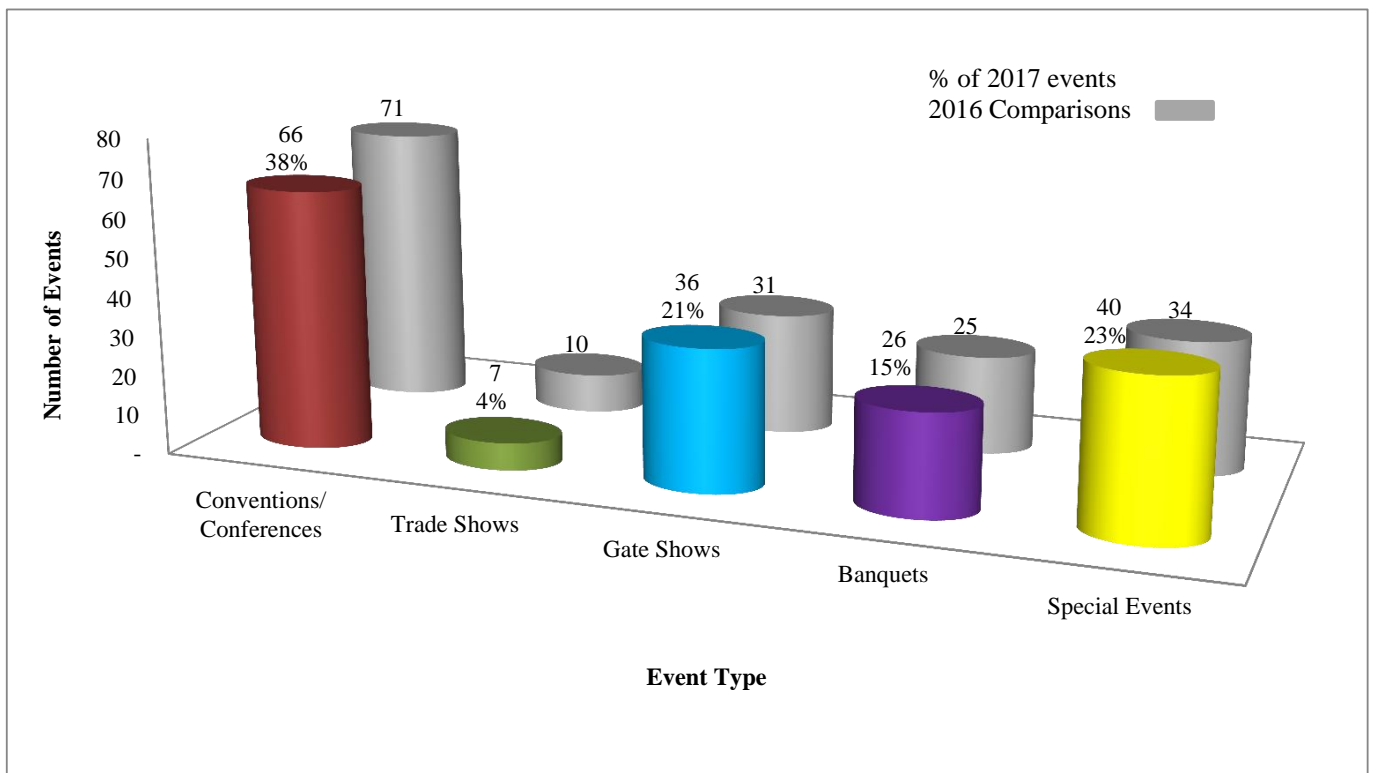
History

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	154	252.25	310.75
2016	171	260.00	319.75
2017 Actual	175	273.00	333.25
2018 ^e	136	270.00	332.00

* Excludes 60 opening and free community activities

^e Estimate: Budgeted for 2018

2017 Market Segments



Saratoga Springs City Center

2017 Accomplishments

2017 was an exciting year for the City Center. January 2017 began the tenure of Ryan McMahon as the City Center's Executive Director. The sales team worked diligently to keep the building full and to make sure all of our clients had a positive experience. The sales team has been working with a focus to establish our venue as the meeting space many of the limited service hotel properties do not have to offer. In the past many of these hotel partners would not bid on a conference because they could not accommodate their meeting needs; we have been working to stay top of mind with our partners and to be the meeting space they don't have within their buildings. The walkability of Saratoga provides us with a unique opportunity and we continue to make sure that aspect of our beautiful city is considered by all who are planning an event. In addition, the sales team has put a special emphasis on working closely with our already contracted business to have a clear understanding of what portion of the building they will be using and then proactively filling the unused rooms with shorter cycle bookings (primarily corporate).

Our facility was in use a total of 333.25 days, hosting 175 events, 49 were first time events at the City Center.

The sales team at the City Center and the collective Saratoga Springs hospitality industry moved into 2017 with the knowledge that a significant increase in event space inventory was imminent. With the February opening of the Rivers Casino Event Center and the March opening of the Albany Capital Center, every opportunity to secure multi-year contracts and secure new business was made. Several highlights of new business developed include:

- JDRF Ride To Cure Diabetes
- Equestricon
- NYS Police 100th Anniversary Superintendent's Gala
- Regional Food Bank Auction Gala
- Senior Service Centers Travers Wine Tasting
- Commerce Hub

We are excited that many of our first time events will be returning in 2018. In addition to securing multi-year contracts and booking new events, the sales team is working to offer value added offerings. These event enhancements help to create an enriched experience for our clients and alternative revenue streams for the City Center.

The City Center team continues to enjoy a strong collaboration and partnership with the Saratoga Convention & Tourism Bureau, Saratoga County Chamber of Commerce, Downtown Saratoga Business Improvement District, Elected and Civic Leadership, and Hotel Partners. The goal remains to provide the best possible experience for our clients and enhance the economic vibrancy of Saratoga Springs.

The Following list of same year and future events that were confirmed in 2017 is evidence of this successful partnership:

• Angiodynamics	June	2017
• Center for Economic Growth	June	2017
• KC Framing & Fabrics	June	2017
• LulaRoe	Multiple Dates	2017
• C Things	September	2017
• State Farm Insurance	September	2017
• Trans World Entertainment	September	2017
• NEACA	September	2017
• Saint-Gobain	September	2017
• Charles Schwab	September	2017
• Spectrum	September	2017
• State Farm Insurance	September	2017
• Measurement Incorporated	October	2017
• McNeil & Company	October	2017
• Saratoga Republican Committee	Multiple Dates	2017
• Health Research Incorporated	October	2017
• Chase Con	November	2017
• Regional Food Bank	November	2017
• Wellspring	November	2017
• Regional Advertising Expo	November	2017
• Saratoga Hospital	December	2017
• Centers Health Care	December	2017
• Commerce Hub	December	2017
• Skidmore College	January	2018
• Sysco Albany	January	2018
• NEACA	January	2018
• NYS County Highway Superintendents	January	2018
• Dance Flurry	February	2018
• DA Collins	February	2018
• Empire Baptists Congress	February	2018
• Adirondack Sports & Fitness	March	2018
• Saratoga Rotary Home Show	March	2018
• Curtis Lumber	March	2018
• Utica National Insurance	March	2018
• Site One	March	2018
• NYS Drug Treatment	March	2018
• Bombardier	March	2018
• Capital Job Development	Multiple Dates	2018
• Capital Region Guitar Show	April	2018
• Health Systems	April	2018
• Wilton EMS	April	2018
• Olympics of the Visual Arts	April	2018
• Chase Con	April	2018
• Saratoga Tattoo Show	April	2018
• NY Bankers Association	May	2018
• Saratoga High School	May	2018
• Shenendehowa High School	May	2018

• NYS Liquor Store Association	May	2018
• Shaker High School	May	2018
• BOCES	June	2018
• Hoosic Valley Central Schools	June	2018
• Gordon Bat Mitzvah	June	2018
• Stillwater High School	June	2018
• Schuylerville Central School	June	2018
• Bond Schoeneck & King	June	2018
• Albany Medical College	July	2018
• Firecracker 4	July	2018
• Reveal Art Fair	August	2018
• Wesley	September	2018
• Saratoga Running Club	September	2018
• NE Assoc. of Equine Practitioners	September	2018
• Concord Pools	September	2018
• Price Wedding	September	2018
• Association of Fire Districts	October	2018
• Koenig Bat Mitzvah	October	2018
• NESSA	October	2018
• The Gazette	October	2018
• Saratoga Prosperity Partnership	November	2018
• Chase Con	November	2018

• Alpin Haus	January	2019
• NE Organic Farming Assoc.	January	2019
• ESSAL	April	2019
• Fourth District Dental	May	2019
• SEMI	May	2019
• NY Water Environment Assoc.	June	2019
• HB Davis Spring Expo	September	2019
• NYS Teacher's Retirement	November	2019

• Alpin Haus	January	2020
• ESSAL	April	2020
• Health Systems Pharmacists	April	2020
• HB Davis Spring Expo	September	2020
• NYS Teacher's Retirement	November	2020

• NYS Funeral Directors	August	2021
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• NYS Funeral Directors	August	2023
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In 2017 return business to the City Center was 72%. The other 28%, first time clients, included in the following list of 46 groups. Many in this list have already booked for future years.

- Tie the Knot in Toga
- United University Professions- January
- Greenfield Fire District
- Hirschmann Wedding
- SAS
- AgroFresh
- USA Boxing Press Conference
- Bob Miller Benefit
- US Budokai Karate
- Legal Support Services
- Automatik
- NYS United Teachers
- Theresa Lee LulaRoe Sale
- City of Saratoga Springs Charter Public Information Day
- Guilderland High School Prom
- Center for Economic Growth
- Momentive
- Angiodynamics
- New York Public Welfare Association
- Albany Medical College
- Equestricon
- Travers Wine Tasting
- Concord Pools
- Saratoga Springs Cross Country Running Club
- Keepin' Toga Fresh
- JDRF Ride for the Cure
- Spectrum
- Charles Schwab
- State Farm Insurance
- Snow Control
- Measurement Inc.
- Adirondack Trust
- New York Public Service
- Kathy & John Bonville Wedding
- Saratoga County Veterans Committee
- Health Research Inc.
- Saratoga County Republican Committee
- Braeburn Pharmaceuticals
- Saratoga Springs City Charter Commission Debate
- Regional Advertising Expo
- New York State Police
- Wellspring
- Regional Food Bank Harvest Dinner
- Boden USA
- New York State Department of Education
- Commerce Hub

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

• Associated General Contractors	Over 30 Years
• Curtis Lumber Company	Over 30 Years
• Empire State College	Over 30 Years
• HB Davis Seed Company	Over 30 Years
• NEACA, Inc.	Over 30 Years
• NYS Athletic Administrators Association	Over 30 Years
• Saratoga County Chamber of Commerce	Over 30 Years
• Saratoga Springs High School Junior-Senior Prom	Over 30 Years
• Bartender's Ball	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
• Empire State Society of Association Executives	Over 20 Years
• Fourth District Dental Society	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
• 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
• 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 Hospital	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 Local Government IT Directors Association	Over 10 Years
• NYS Reading Association	Over 10 Years
• NYS Teachers Retirement System	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:

New York State Police- Superintendent's Gala

"We could not be more satisfied. This was a hallmark event for the NYSP and you delivered in exemplary fashion- Thank you!"

New Life Fellowship- Fair Trade Expo

“Everything was excellent for our second annual Fair Trade Show, your staff is excellent and the room fantastic!”

Saratoga City Hall

“Once again, I want to thank you for all your help with the arrangements for our inauguration event on Monday! I really appreciate your responsiveness and assistance with all the details. The council was very pleased, and we received many compliments about the success of the day.”

LEAF, Inc./ NYS Council of School Superintendents

We love working with the Saratoga Springs City Center team! Thank you for everything you did to make our 2017 Fall Leadership Summit a huge success.”

Senior Services of Albany

“Everyone went above & beyond for us! Thank you for being a part of the MOST successful Travers Wine Tasting ever! With your expertise, guidance and support we were able to raise record breaking funds for the Meals- on-Wheels program in the Capital District.”

Trucking Association of NY

“I really appreciate everyone’s hard work in helping is make this event a successful one. It is our most important event every year, within our association, since it’s in conjunction with the state agencies. We are always striving to make this event flawless and perfect every year. This year the venues (City Center and Saratoga Hilton) nailed it! We are very much looking forward to the next few years with all of you. “

The following events/groups were hosted as 2017 Public Service to the Community

- City of Saratoga Springs- State of the City
- Rotary Foundation Board Meetings
- City of Saratoga Springs General Elections
- Victorian Streetwalk
- Chowderfest
- Saratoga Convention & Tourism Bureau Fam Breakfast
- Leadership Saratoga
- Keepin’ Toga Fresh
- American Red Cross Blood Drive

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.

• Norm Current, Building Supervisor	1988	32 Years
• Terence Gonzalez	1989	29 Years
• Darren Fuller	1997	21 Years
• Donna Barone, Finance Manager	2004	14 Years
• Rebecca Vickery, Sales Manager	2005	13 Years
• Shelby King, Building Supervisor	2009	9 Years
• Ryan McMahon, Executive Director	2011	7 Years
• Lauren Rowland, Sales Manager	2012	6 Years
• Linda Page	2012	6 Years
• Michael Furman, Building Supervisor	2013	5 Years
• Jake Vickery	2013	5 Years
• Kaylee Delaney	2014	4 Years
• Gregory Gorton	2016	2 Years
• Kim DenBesten	2016	2 Years
• Susan Baker	2016	2 Years
• James Brennan	2017	1 Year

Staff Professional Development

IAVM Regional Conference – Nashville, TN
IVAM Venue Management School – Wheeling, WV
Global Meetings Industry Day
NYALGRO School- Records Management Officer Training
Notary Public Certification
NYS Records Management Training

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; Special Events 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
Tie the Knot in Toga
MPI Fall Focus
NYSAAF Districts 1 & 2 Dinner

Member of the Board/Committee for the following Associations:

Saratoga Convention & Tourism Bureau
Saratoga County Tourism Advisory Board
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
Jonesville Volunteer Fire Department

Member of the following Civic Organizations

Wilton Wildlife Preserve and Park
Saratoga Springs Downtown Business Association
Saratoga Historical Society
Saratoga County Animal Shelter
Habitat for Humanity
Saratoga Arts
Greenfield Grange #807
Wreaths Across America

Building Deposits December 2017

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
Jun-15	Symphony Catering	Catering	1,000.00
Mar-17	Three Vines Restaurant	Catering	1,000.00
Apr-10	United Jewish Federation	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
Apr-17	Skidmore College-436	Jan-18	500.00
Jul-16	United University Professions-321	Jan-18	500.00
Jul-16	NE Organic Farming-732	Jan-18	500.00
May-17	Saratoga Arts-084	Jan-18	500.00
Jul-17	Saratoga Arts-First Night-084	Jan-18	1,387.50
Aug-17	Skidmore College-436	Jan-18	950.00
Aug-17	United University Professions-321	Jan-18	2,837.50
Sep-17	NOFANY-741	Jan-18	7,100.00
Sep-17	NYS Highway Superintendents	Jan-18	3,550.00
Sep-17	NEACA-231A	Jan-18	500.00
Oct-17	NEACA, Inc.	Jan-18	3,250.00
Nov-17	Alpin Haus-147	Jan-18	9,075.00
Dec-17	Saratoga Chamber-069D	Jan-18	1,500.00
Dec-17	NYS County Highway Supers-524	Jan-18	3,550.00
Dec-17	Saratoga Arts-Firt Night-084	Jan-18	1,887.50
Dec-17	NEACA-231A	Jan-18	3,750.00
Dec-17	United University Professions-321	Jan-18	3,337.50
Dec-16	Cartwheels Gymnastics-8348	Feb-18	500.00
Mar-17	NY Bankers Assn-278	Feb-18	500.00
Apr-17	DanceFlurry Organization-508	Feb-18	500.00

Building Deposits December 2017

Apr-17	Townsquare Live Events-699	Feb-18	500.00
Jun-17	Home Performance Coalition-8480	Feb-18	500.00
Aug-17	Home Performance Coalition-8480	Feb-18	2,650.00
Sep-17	DA Collins-795	Feb-18	2,662.50
Oct-17	Cartwheels Gymnastics Center-8348	Feb-18	3,125.00
Oct-17	DanceFlurry-508	Feb-18	5,312.50
Oct-17	Townsquare Live Events-699	Feb-18	3,550.00
Nov-17	Empire State Baptists-003	Feb-18	3,600.00
Dec-17	Cartwheels Gym-8348	Feb-18	3,625.00
Dec-17	DanceFlurry-508	Feb-18	5,812.50
Dec-17	Home Performance Coalition-8480	Feb-18	3,150.00
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
May-17	NE Woodworkers-037	Mar-18	500.00
May-17	Dig Safely-392	Mar-18	500.00
May-17	Curtis Lumber-598	Mar-18	500.00
Jun-17	Saratoga EOC-246	Mar-18	500.00
Jul-17	Saratoga Rotary-Home Show-395A	Mar-18	500.00
Jul-17	Adirondack Sports & Fitness-711	Mar-18	500.00
Aug-17	Utica National Insurance-8559	Mar-18	500.00
Sep-17	SiteOne-039	Mar-18	500.00
Sep-17	Dig Safely-392	Mar-18	1,675.00
Sep-17	NY Drug Treatment Court Providers-551	Mar-18	500.00
Oct-17	Saratoga EOC-246	Mar-18	562.50
Oct-17	NY Education/Hilton-8497	Mar-18	2,137.50
Oct-17	NYS Athletic Administrators-276	Mar-18	2,400.00
Nov-17	NE Woodworkers-037	Mar-18	5,562.50
Nov-17	Adirondack Sports & Fitness-711	Mar-18	2,281.25
Nov-17	SUNY Empire State College-110A	Mar-18	4,150.00
Nov-17	SiteOne-039	Mar-18	1,862.50
Nov-17	Saratoga Rotary Club-395A	Mar-18	9,762.50
Nov-17	Bombardier Recreational Products-048	Mar-18	500.00
Dec-17	ADK Sports & Fitness-711	Mar-18	2,281.25
Dec-17	Curtis Lumber-598	Mar-18	2,662.50
Dec-17	NY Drug Treatment Court Prov.-551	Mar-18	850.00
Apr-16	American Water Works-688	Apr-18	500.00
Aug-16	Trucking Assn of NY-397	Apr-18	500.00
Feb-17	American Red Cross-020	Apr-18	500.00
Mar-17	NYS Health-System Pharmacists-338	Apr-18	500.00
May-17	American Red Cross-020 (Cancel Fee)	Apr-18	950.00
May-17	Queensbury Schools-653	Apr-18	500.00
Jun-17	Saratoga Bridges-027	Apr-18	500.00
Jun-17	ANCA-119	Apr-18	500.00
Jul-17	Saratoga Guitar-152	Apr-18	500.00
Aug-17	Big Dog Events-8578	Apr-18	500.00
Sep-17	NYS Art Teachers-266	Apr-18	500.00
Sep-17	Wilton Emergency Squad-755	Apr-18	500.00
Sep-17	Big Dog Events-8578	Apr-18	1,000.00
Sep-17	NYS Health System Pharmacists	Apr-18	3,125.00
Oct-17	Spaulding & Rogers-565	Apr-18	1,000.00
Nov-17	American WaterWorks-688	Apr-18	5,899.00
Nov-17	Saratoga Bridges-027	Apr-18	1,000.00
Nov-17	Trucking Assn of NY-397	Apr-18	1,087.50

Building Deposits December 2017

Nov-17	NYS Art Teachers-266	Apr-18	1,525.00
Nov-17	Queensbury High School-653	Apr-18	237.50
Nov-17	Saratoga Guitar-152	Apr-18	287.50
Dec-17	ANCA-119	Apr-18	3,031.25
Dec-17	Saratoga ComicCon-201	Apr-18	4,375.00
Dec-15	NYS Local Govt IT Directors-634	May-18	500.00
Sep-16	Fourth District Dental-504	May-18	500.00
Jan-17	Leading Age-658	May-18	500.00
May-17	Saratoga Springs HS-420A	May-18	500.00
Jun-17	SEMI-180	May-18	500.00
Aug-17	Lawlor-Stevens Reception-8564	May-18	1,075.00
Oct-17	Shenendehowa Sr Prom-433A	May-18	500.00
Nov-17	Alyssa Lawlor-8564	May-18	1,075.00
Nov-17	NYS Liquor Store-620	May-18	500.00
Nov-17	NYS Local Gov't IT Directors-634	May-18	1,675.00
Nov-17	Fourth District Dental-504	May-18	4,875.00
Nov-17	SEMI-180	May-18	4,337.50
Nov-17	Shaker High School-757	May-18	1,500.00
Nov-17	Saratoga Springs High School-420A	May-18	2,500.00
Nov-17	NY Bankers Assoc-278	May-18	4,150.00
Nov-17	NYS Liquor Store-620	May-18	1,000.00
Nov-17	Shenendehowa High School-433A	May-18	1,000.00
Nov-17	Shenendehowa High School-433B	May-18	500.00
Dec-17	Leading Age-658	May-18	3,000.00
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
Jun-17	Healthcare Assn of NYS-807	Jun-18	500.00
Jun-17	Jewish Federation-783	Jun-18	500.00
Jun-17	ESSAE-612	Jun-18	500.00
Jul-17	BOCES-113D	Jun-18	500.00
Jul-17	Schuylerville HS-430	Jun-18	500.00
Jul-17	Hoosic Valley HS-768	Jun-18	500.00
Jul-17	Stillwater HS-732	Jun-18	500.00
Jul-17	Gordon Bat Mitzvah-6006	Jun-18	725.00
Oct-17	Bond, Schoeneck & King-8004	Jun-18	500.00
Dec-17	Schuylerville High School-430	Jun-18	1,412.50
Dec-17	BOCES-113D	Jun-18	1,400.00
Dec-17	NYS Dental Assn-8168	Jun-18	1,950.00
Nov-17	Saratoga Lions Club-822	Jul-18	500.00
Nov-17	Albany Medical Center-049	Jul-18	1,200.00
Apr-17	REVEAL-8036	Aug-18	2,500.00
Jul-17	REVEAL-8036	Aug-18	2,500.00
Dec-17	REVEAL-8036	Aug-18	2,500.00
Jul-13	NYS COSS-088	Sep-18	500.00
Feb-16	HB Davis Seed-091	Sep-18	500.00
Dec-17	NE Assn of Equine Practitioners-8488	Sep-18	500.00
Dec-17	Concord Pools-8229	Sep-18	500.00

**Building Deposits
December 2017**

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
Jan-17	SMFI-128	Oct-18	500.00
Mar-17	Albany Guardian Society-779	Oct-18	500.00
Oct-17	Rotary Foundation-395C	Oct-18	500.00
Oct-17	Assoc of Fire Districts-270	Oct-18	500.00
Oct-17	Koenig Bat Mitzvah-6002	Oct-18	1,900.00
Nov-17	NESSA-174	Oct-18	500.00
Dec-17	Daily Gazette-374	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
May-17	Saratoga Chase Con-201	Nov-18	500.00
Sep-16	NYS Land Surveyors-630	Jan-19	500.00
Nov-17	Alpin Haus-147	Jan-19	500.00
Nov-17	NE Organic Farming-741	Jan-19	500.00
Apr-15	NYS Athletic Administrators-276	Mar-19	500.00
Jun-17	Dig Safely-392	Mar-19	500.00
Oct-17	Continental Chess-762	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
May-17	ESSAL-479	Apr-19	500.00
Dec-15	NYS Local Govt IT Directors-634	May-19	500.00
Jun-17	Fourth District Dental-504	May-19	500.00
Mar-16	NYS ASBO-547	Jun-19	500.00
Jun-17	NY Water Environment Assn-072	Jun-19	500.00
Apr-16	NYS Funeral Directors-066	Aug-19	500.00
Jun-16	LEAF-088	Sep-19	500.00
Mar-17	HB Davis Seed-091	Sep-19	500.00
Mar-15	Cerebral Palsy-777	Oct-19	500.00
Jan-17	SMFI-128	Oct-19	500.00
Jul-14	NYS Foreign Language Teachers-514	Nov-19	500.00
Apr-16	NYLA-260	Nov-19	500.00
Sep-17	NYS Teachers Retirement-149	Nov-19	500.00
Nov-17	Alpin Haus-147	Jan-20	500.00
Apr-15	NYS Athletic Administrators-276	Mar-20	500.00
Aug-16	Trucking Assn of NY-397	Apr-20	500.00
Mar-17	NYS Health-System Pharmacists-338	Apr-20	500.00
May-17	ESSAL-479	Apr-20	500.00
Mar-17	HB Davis Seed-091	Sep-20	500.00

Building Deposits **December 2017**

Mar-15	Cerebral Palsy-777	Oct-20	500.00
Jun-16	LEAF-088	Oct-20	500.00
Jan-17	SMFI-128	Oct-20	500.00
Jun-17	NYS Nurse Practitioners-517	Oct-20	500.00
Apr-16	NYLA-260	Nov-20	500.00
Dec-17	NYS Teachers' Retirement-149	Nov-20	500.00
Nov-17	Alpin Haus-147	Jan-21	500.00
Aug-17	NYS Funeral Directors-066	Aug-21	500.00
Jan-17	SMFI-128	Oct-21	500.00
Aug-17	NYS Funeral Directors-066	Aug-23	500.00
Total Deposits on Hand			262,342.75
Deposits on Hand November 30, 2017		242,430.25	
Received December 2017		52,075.00	
Deposits Transferred December 2017		-32,162.50	
Total Deposits on Hand December 31, 2017		<u>262,342.75</u>	

INCOME BUDGET 2017

REVENUE

Building Rental	\$	698,275.00
Catering		167,000.00
Reimburse Current Year Expenses		75,000.00
Miscellaneous		45,000.00
Interest Income Operating Account		<u>100.00</u>
	\$	985,375.00
Room Occupancy Tax		606,556.00
Munic. Exp/Capital Fund		<u>136,724.00</u>
TOTAL REVENUE	\$	<u>1,728,655.00</u>

EXPENSE BUDGET 2017

EXPENSES

Salaries	\$ 815,500.00
Benefits	375,130.00
Equipment:	
Office	2,500.00
Building	5,000.00
Supplies:	
Office	3,500.00
Janitorial	35,000.00
Decorating	5,000.00
Postage	750.00
Business Expense/Sales	10,000.00
Client Event Expenses	16,500.00
Repair Equipment	8,000.00
Printing	1,500.00
Advertising	1,500.00
Legal Advertising	800.00
Dues & Membership	4,000.00
Equipment Rental:	
Building	500.00
Production	1,500.00
Vehicle Maintenance	2,500.00
Vehicle Gas	975.00
Vehicle Insurance	2,800.00
Repair Building	35,000.00
Building Inspections	4,300.00
Building Insurance	65,000.00
Utilities	180,500.00
Telephone	9,000.00
Credit Card Fees	6,500.00
Professional Services	108,000.00
Legal	2,500.00
Insurance (WC,D&O,Dis)	19,900.00
Miscellaneous	5,000.00
Contingency	-
Unemployment Insurance	-
TOTAL EXPENSES	<u>\$ 1,728,655.00</u>

ADJUSTED AND ACTUAL INCOME BUDGET 2017

REVENUE	2017 APPROVED BUDGET	2017 ADJUSTED BUDGET	2017 ACTUAL YEAR END	%
Building Rental	698,275.00	670,000.00	675,358.34	0.8%
Catering	167,000.00	170,000.00	178,670.97	5.1%
Reimburse Current Year Expenses	75,000.00	72,500.00	47,546.88	-34.4%
Reimburse Prior Year Expenses	-	7,000.00	7,000.00	0.0%
Miscellaneous	45,000.00	55,000.00	66,456.62	20.8%
Interest Income Operating Account	100.00	172.00	209.91	22.0%
	\$ 985,375.00	\$ 974,672.00	\$ 975,242.72	0.1%
Room Occupancy Tax	606,556.00	606,556.00	530,000.00	0.0%
Employee Health Contributions	-	\$ 18,100.00	\$ 19,302.70	6.6%
Restricted Use Funds	-	\$ 9,894.60	\$ 9,894.60	0.0%
State Archive Grant	-	\$ 22,741.00	\$ 20,466.00	-10.0%
Munic. Exp/Capital Fund	136,724.00	133,971.00	133,970.60	0.0%
TOTAL REVENUE	<u>\$ 1,728,655.00</u>	<u>\$ 1,765,934.60</u>	<u>\$ 1,688,876.62</u>	-4.4%

ADJUSTED AND ACTUAL EXPENSE BUDGET 2017

EXPENSES	2017 APPROVED BUDGET	2017 ADJUSTED BUDGET	2017 ACTUAL YEAR END	%
Salaries	\$ 815,500.00	\$ 757,415.00	\$ 733,026.56	-3.2%
Benefits	375,130.00	390,817.00	375,408.68	-3.9%
Equipment:				
Office	2,500.00	4,625.00	4,243.39	-8.3%
Building	5,000.00	14,769.60	13,788.22	-6.6%
Supplies:				
Office	3,500.00	4,000.00	3,933.05	-1.7%
Janitorial	35,000.00	31,949.00	31,177.89	-2.4%
Decorating	5,000.00	8,065.00	7,923.80	-1.8%
Postage	750.00	600.00	536.30	-10.6%
Business Expense/Sales	10,000.00	23,400.00	21,735.92	-7.1%
Client Expenses-Reimbursed	16,500.00	14,000.00	12,522.03	-10.6%
Repair Equipment	8,000.00	10,000.00	8,208.16	-17.9%
Printing	1,500.00	1,500.00	1,120.00	-25.3%
Advertising	1,500.00	1,500.00	-	-100.0%
Legal Advertising	800.00	400.00	55.89	-86.0%
Dues & Membership	4,000.00	4,000.00	3,369.00	-15.8%
Equipment Rental:				
Building	500.00	630.00	576.23	-8.5%
Production	1,500.00	-	-	0.0%
Vehicle Maintenance	2,500.00	2,000.00	1,005.69	-49.7%
Vehicle Gas	975.00	975.00	818.28	-16.1%
Vehicle Insurance	2,800.00	2,075.00	1,846.87	-11.0%
Repair Building	35,000.00	32,579.00	31,598.88	-3.0%
Building Inspections	4,300.00	4,482.00	4,481.87	0.0%
Building Insurance	65,000.00	55,690.00	49,799.97	-10.6%
Utilities	180,500.00	160,000.00	156,160.14	-2.4%
Credit Card Fees	9,000.00	7,400.00	7,365.14	-0.5%
Telephone	6,500.00	9,200.00	8,583.64	-6.7%
Professional Services	108,000.00	112,200.00	108,296.26	-3.5%
Legal	2,500.00	2,500.00	1,284.50	-48.6%
Insurance (WC,D&O,Dis)	19,900.00	19,975.00	17,619.94	-11.8%
Miscellaneous	5,000.00	2,100.00	1,550.42	-26.2%
Website Design	-	60,000.00	8,012.50	-86.6%
Contingency	-	-	-	0.0%
Laserfiche Grant	-	22,741.00	9,197.33	-59.6%
Unemployment Insurance	-	-	-	0.0%
Encumbered Funds	-	-	-	0.0%
TOTAL EXPENSES	\$ 1,728,655.00	\$ 1,761,587.60	\$ 1,625,246.55	-7.7%

2017 OPERATING STATEMENT

REVENUES AND EXPENSES	2015	2016	2017	% Change
Operating Revenues:				
Investment Interest	153.30	115.28	209.91	82.1%
Facility Rental	638,892.50	654,111.66	675,358.34	3.2%
Catering	197,779.59	179,946.71	178,670.97	-0.7%
Reimb. Current Yr.Exp.	73,771.72	72,790.40	66,849.58	-8.2%
Reimb. Prior Yr.Exp.	-	-	7,000.00	100.0%
Miscellaneous	38,844.78	52,913.03	66,456.62	25.6%
Total Operating Revenues	\$ 949,441.89	\$ 959,877.08	\$ 994,545.42	3.6%
Operating Expenses				
(100) Personnel	\$ 702,864.52	\$ 819,137.76	\$ 733,026.56	-10.5%
(200) Equipment	456.00	2,950.67	18,031.61	511.1%
(400) Other Expenses	585,376.72	501,728.00	498,779.70	-0.6%
(800) Employee Benefits	324,664.77	344,516.49	375,408.68	9.0%
(900) Contingency	-	-	-	0.0%
Total Operating Expenses	\$ 1,613,362.01	\$ 1,668,332.92	\$ 1,625,246.55	-2.6%
Operating Loss	(663,920.12)	(708,455.84)	(630,701.13)	-11.0%
Non-Operating Revenue				
Munic. Exp/Capital Fund	134,282.52	134,043.60	133,970.60	-0.1%
Add'l Retirement Funds	6,761.77	-	-	
NYS Archive Grant	-	-	20,466.00	100.0%
Transfer/Non-Operating				
Funds-Room Occupancy Tax	514,000.00	619,972.00	530,000.00	-14.5%
Encumbered Funds	12,906.25	-	-	0.0%
Use of Restricted Funds	36,120.00	-	9,894.60	100.0%
Total Non-Operating Revenues	<u>\$ 704,070.54</u>	<u>\$ 754,015.60</u>	<u>\$ 694,331.20</u>	-7.9%
Balance-Fiscal Year	\$ 40,150.42	\$ 45,559.76	\$ 63,630.07	

2017 #400 EXPENSES

EXPENSE	2015	2016	2017	% Change
SUPPLIES	\$ 39,856.19	\$ 32,371.43	\$ 43,034.74	32.9%
POSTAGE	75.42	712.00	536.30	-24.7%
BUSINESS SALES EXPENSE	16,191.90	14,843.71	21,735.92	46.4%
SOFTWARE	36,120.00	-	-	-100.0%
CLIENT EXPENSE	22,470.60	21,223.88	12,522.03	-41.0%
DUES & MEMBERSHIP	3,399.00	3,683.00	3,369.00	-8.5%
ADVERTISING	972.27	2,935.25	55.89	-98.1%
REPAIR & MAINTENANCE	69,450.42	36,197.79	40,812.73	12.7%
PRINTING	1,010.50	240.00	1,120.00	366.7%
EQUIPMENT RENTAL	409.85	600.00	576.23	-4.0%
AUTO	2,682.69	2,383.74	2,665.15	11.8%
INSURANCE				
BUILDING (Liability)	67,514.32	56,766.09	49,799.97	-12.3%
OTHER (WC, D&O, Disability)	14,871.00	19,822.31	17,619.94	-11.1%
UTILITIES	187,736.85	176,353.18	156,160.14	-11.5%
TELEPHONE	8,700.74	9,084.70	8,583.64	-5.5%
CREDIT CARD FEES	5,521.81	5,568.93	7,365.14	32.3%
BUILDING INSPECTIONS	3,994.02	3,786.17	4,481.87	18.4%
PROFESSIONAL/SERVICE CONTRACT	98,906.91	113,421.92	109,580.76	-3.4%
MISCELLANEOUS	5,492.23	1,733.90	1,550.42	-10.6%
Web Design	-	-	8,012.50	100.0%
ARCHIEVE GRANT	-	-	9,197.33	0.0%
TOTAL #400 EXPENSES	<u>\$ 585,376.72</u>	<u>\$ 501,728.00</u>	<u>\$ 498,779.70</u>	-0.6%