

Saratoga County Capital Resource Corporation

Annual Report Fiscal Year 2014

03/10/2015

Addresses operations and accomplishments, compliance with Public Authorities Law, fund balance loan and grant program, projects undertaken, performance measurement report, projects completed, internal control assessment, property owned by the Agency, revenues and expenditures and investment report.

Saratoga County Capital Resource Corporation

Annual Report FY 2014

Operations and Accomplishments

Administrative Staff

The Saratoga County Capital Resource Corporation (SCCRC) employs a Chief Executive Officer (CEO) as an independent contractor, pursuant to a professional service contract. The CEO is assisted by a volunteer Chief Financial Officer, who is a certified public accountant. An administrative secretary serves pursuant to a contract for services. Raymond O’Conor has served as CEO since February 1, 2014. He is a retired bank CEO, former president of a local not for profit economic development agency and served as treasurer of SCCRC until January 31, 2014. Jeffrey Reale has served as CFO since January 23, 2014. Mr. Reale is a certified public accountant with over twenty years of government accounting experience.

Compliance with Public Authorities Accountability Act (PAAA)

SCCRC established an Audit Committee and Governance Committee to which independent board members have been appointed in accordance with the board adopted Audit and Governance Committee Charters. In 2013 the board established a Finance Committee and an Investment Committee and likewise, appointed independent directors to those committees. All board members have executed the Acknowledgement of Fiduciary Duties of Board Members. A Mission Statement and Performance Standards have been adopted by the board. SCCRC has filed Board evaluation forms for 2014 with the ABO. All board members who served in 2014 completed their training required under the PAAA, other than one new appointee who will complete the training within the regulatory time frame. Management has prepared the Annual Assessment of the Effectiveness of Internal Controls subject to review by the audit committee and a statement to that effect is included below.

Agency Policies can be found on its web site www.saratogacountyny.gov.

Financial Report

Pursuant to state legislation enacted in 1990, SCCRC commissioned an independent audit of its 2014 fiscal year in conformance with criteria provided by the Office of New York State Comptroller. The audit report found the financial operations and record keeping of SCCRC in conformity with generally accepted accounting principles and in compliance with all relevant laws and regulations of New York State. The 2013 report noted one deficiency in that SCCRC did not employ its own accountant with the necessary qualifications to prepare a complete set of financial statements and related footnotes in compliance with generally accepted accounting principles. That deficiency was cured and not reflected in the 2014 audit. The CFO is a CPA and now prepares the financial statements. The audit report is filed online with the Office of the State Comptroller and will be available for review on the SCCRC website at www.saratogacountyny.gov. A detailed financial report appears later in this document.

Internal Controls

The SCCRC established its preliminary internal control system by requiring two signatures to authorize any expenditures. Signatories are limited to the Chairman, Vice Chairman, Treasurer and CEO. Financial statements are presented to the board at every board meeting to report all revenues and expenditures, investments and cash balances. An investment policy based on the NYS Comptrollers requirements for municipalities dictates investment options. In the 2014 independent audit, Cusack & Company CPA's LLC noted that management's representation of the financial condition presents, "fairly, in all material respects, the financial position of SCCRC as of December 31, 2014". The CFO, who is also a CPA with a strong background in government accounting and finance, prepares SCCRC's financial statements.

Direct Financial Assistance

SCCRC manages a fund balance generated from the collection of fees charged to assist applicants. No direct financial assistance applications were received in 2014.

Grants

SCCRC received one application in 2014. The applicant was the County of Saratoga, which requested \$50,000.00 to support the marketing of its economic development efforts. Being consistent with the SCCRC Mission Statement, the grant was approved by the board of directors and the funds advanced to the County of Saratoga in December 2014. The County will deploy those resources in 2015 and report to the SCCRC board on the results of its efforts.

Budgets

SCCRC annual operating budgets for 2013-2018 can be examined on its web site or are available upon request. A report on 2014 revenues/expenditures, assets and liabilities is contained herein.

Employment

The CEO visited Saratoga Hospital in November 2014 to inspect the construction activity related to its Series 2014 bonds. Construction of the hospital's new ICU, respiratory therapy unit, operating room wing and other improvements are proceeding as planned. The hospital's CFO has provided verification of the temporary jobs. Permanent employment positions will be added at the completion of construction.

Projects Undertaken

A project is defined as the granting of financial assistance by SCCRC to a private not for profit or for profit entity, typically for the construction, renovation, expansion and equipping of facilities. Assistance is typically in the form of the issuance of tax exempt debt.

Saratoga Hospital

Variable rate demand revenue bonds in the amount of \$25,000,000, were approved in 2013 for the principal purpose of constructing an intensive care unit, respiratory therapy unit, operating wing and related improvements, fixtures and equipment. Although approved in 2013, the closing for that transaction and activity related to that project did not take place until January 2014.

Skidmore College

Two transactions were approved for Skidmore College, a not for profit private college located in Saratoga Springs, New York. Series 2014A Bonds in the amount of \$10,595,000 and Series 2014B in the amount of \$22,780,000 were closed. The first issue was to retire debt from the Saratoga County IDA and the second, to retire debt from the New York State Dormitory Authority. Skidmore College did not extend the maturities of the original debt. It will recognize substantial savings from lower interest rates. Although the college could not specifically identify the number of new or retained jobs, these savings will help Skidmore College to fulfill its mission, stabilize its workforce and give it the ability to redeploy the savings into new projects, such as its planned sciences center, that should enhance enrollment and new positions in the future.

Mission Statement and Performance Measurement Report

The 2009 Public Authorities Reform Act requires that local public authorities adopt a mission statement and performance measures and file those documents with the NYS Authority Budget Office. Each public authority is further required to annually review its mission statement and publish a measurement report. The SCCRC mission statement, performance measures and measurement report for 2014 is published below. The following mission statement and performance measurements were distributed to the SCCRC Board and adopted in 2013. It follows the ABO's recommended format.

Adopted: January 3, 2013

Mission Statement and Performance Measurements

Name of Public Authority: Saratoga County Capital Resource Corporation, (hereafter the SCCRC).

Mission Statement: The SCCRC is a Local Development Corporation established by the County of Saratoga Board of Supervisors and certified by the NYSDOS November 14, 2012. The mission of the Corp. involves in part, the following:

(a) promoting community and economic development and the creation of jobs in the non-profit and for-profit sectors for the citizens of the County by developing and providing programs for not-for-profit institutions, manufacturing and industrial businesses and other entities to access low interest tax-exempt and non-tax-exempt financing for their eligible projects; and

(b) undertaking projects and activities within the County for the purposes of relieving and reducing unemployment, bettering and maintaining job opportunities, attracting new industry to the County, encouraging the development of, or retention of, an industry in the County, and lessening the burdens of government and acting in the public interest.

List of Performance Goals and Accomplishments for 2014:

- ! New Businesses and Not-For-Profits Assisted
- ! Existing Businesses and Not-For-Profits Assisted
- ! Jobs Created and Maintained.

! Salaries of Jobs Created/Retained.

! Private Investment from Assisted Projects.

Measurement Report 2014

Organization	Description	FTE's Created	FTE's Retained	Construction Jobs	Permanent Jobs	Annual Payroll
Saratoga Hospital	\$25,000,000 Tax Exempt Bonds for new facilities.		1,200	50	10	\$68 million
Skidmore College	\$10,595,000 \$22,780,000 Tax Exempt Bonds to retire existing debt.					

Financial Report

Statement of Financial Position December 31, 2014

Assets	
Cash	<u>\$326,937</u>
Liabilities & Net Assets	
Accrued Expense	\$ -
Unrestricted Net Assets	<u>116,139</u>
	\$326,937

Statement of Activities For the Year Ended December 31, 2014

Revenues	
Administrative Fees	\$296,438
Interest	<u>165</u>
Total Revenue	\$296,603
Expenses	
Project Expense	50,000
Contracted Services	32,068
Insurance	2,209
Office Expenses	<u>1,528</u>
Total Expenses	<u>85,805</u>
Change in Net Assets	\$210,798
Net Assets, Beginning of Year	<u>\$116,139</u>
Net Assets, End of Year	<u>\$326,937</u>

Investment Report

All of SCCRC's funds are deposited in an FDIC insured bank account. During the year, 100% of SCCRC's funds were insured by the FDIC, or collateralized with approved securities held in a custodial account with a third party bank.

Additional Matters:

1. Have the board members acknowledged that they have read and understood the mission of the public authority.

Yes

2. Who has the power to appoint the management of the public authority?

The Board of Directors

3. If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?

No

The Board is responsible for hiring SCCRC management and ongoing oversight and evaluation of the effectiveness of management. The Board and its committees are responsible for establishing and periodically reviewing SCCRC's system of risk assessment and internal controls over financial reporting. This includes the review and approval of audited financial statements, associated management letters, report on internal controls and all other auditor communications. The Board is responsible for the development and periodic review, evaluation and amendment of SCCRC's governance, practices and to ensure that these practices address transparency, independence, accountability, fiduciary responsibilities and management oversight.

The CEO is responsible for the administration and operations of SCCRC, the implementation of the policies and directives of the Board; furnishing financial and other reports as may be required. The CEO is responsible for supervising the implementation and maintenance of those systems and processes related to performance of SCCRC's objectives including the internal controls, financial reporting, measuring corporate performance and for furnishing the Board with information respecting those functions. The CEO and CFO are responsible for the preparation and submission of the Annual Budget to the Board for adoption and to keep the Board informed as to the financial needs and condition of SCCRC.

4. Has the Board acknowledged that they have read and understood the responses to each of these questions?

Yes