

# Erie Canal Harbor Development Corp.

**ERIE CANAL HARBOR DEVELOPMENT CORPORATION**  
at the offices of  
Empire State Development – Buffalo Regional Office  
95 Perry Street, Suite 500  
Buffalo, NY 14203

## **Meeting of the Directors**

Monday  
December 15, 2014 – 10:30 AM

### PROPOSED AGENDA

#### CORPORATE ACTION

1. Approval of the Minutes of the May 12, 2014 Directors' Meeting
2. Canalside - Public Space Management Contract - Authorization to Amend the Budget for Public Space Management; and Authorization to Take Related Actions

#### FOR INFORMATION

3. President's Report – Oral Report

**Item #1**

Erie Canal Harbor Development Corporation  
 Meeting of the Directors  
 Held at the Offices of Empire State Development  
 – Buffalo Regional Office  
 95 Perry Street – Suite 500  
 Buffalo, New York 14203

May 12, 2014

MINUTES

In Attendance

Directors:

Robert D. Gioia – Chairman  
 David J. Colligan  
 Michael DiVirgilio  
 Gary L. Ginsberg (via videoconference)  
 Sam Hoyt  
 Makau Mutua  
 Mayor Byron W. Brown (Non-Voting Director)

ECHDC Staff:

Thomas P. Dee, President  
 Christopher Catanzaro, Assistant Project Manager  
 Elizabeth R. Fine, General Counsel  
 Jessica Gage, Assistant Project Manager  
 Deborah Royce, Corporate Secretary (via videoconference)  
 Margaret Tobin, Chief Financial Officer

ESD Staff:

(Attending via  
 videoconference)

Ingrid Barbosa-Santiago, Director of Subsidiary Finance &  
 Insurance/Risk Management  
 Julia Borukhov, Financial Project Manager  
 Thomas Brennan, SVP – Internal Audit  
 Joseph Chan, Executive VP - Real Estate Development  
 Stephen Gawlik, ESD - VP Capital Projects & Senior Counsel and  
 ECHDC - Assistant Secretary (attending in Buffalo)  
 Kevin Hansen, Director - Real Estate Development  
 Pamm Lent, Director of Communications, Western NY (attending in  
 Buffalo)  
 Laura Magee, Deputy Director, Public Affairs  
 Lynn Marinelli, ESD - Buffalo Regional Office  
 Carlos Otero, VP - Contracts Administration & ESD Subsidiary Finance  
 Robert White, Audit Manager – Internal Audit

Also Present:

Joan Bozer, 21<sup>st</sup> Century Park on the Outer Harbor  
 Michael Cocehn, White Hall Group  
 Jonathan Epstein, Buffalo News

Also Present (con't):        Jim Fink, Business First  
                                 Kathy Hochul, Outer Harbor Selection Committee  
                                 Members of the Media  
                                 Members of the Public

The meeting of the Erie Canal Harbor Development Corporation (the "Corporation"), was called to order at 9:00 a.m. It was noted for the record that the meeting was being webcast, and that the Directors had received all written material in advance of the meeting. Chairman Gioia then noted for the record the Corporation's policy which welcomes public comments on the items on the current Agenda.

Before beginning with the substantive portion of the meeting, Chairman Gioia asked the Directors whether anyone had any potential conflict of interest with respect to any of the items on the proposed Agenda. Hearing none, he then called on Tom Dee to present the first item on the Agenda, a request for authorization for the Corporation to designate Canalside Design Committee Members.

As way of background, Mr. Dee reminded the Directors that Canalside is made up of 23 development parcels of approximately 20 acres on the Buffalo Riverfront and that design guidelines, which apply to all development parcels within Canalside, were prepared by Ehrenkrantz, Eckstut and Kuhn Architects in July 2009 and revised March 2010.

He noted that the emphasis of the Guidelines is on the public spaces with the goal of the Guidelines to provide high quality, attractive and active spaces that employ contemporary

techniques but connect to the unique history of the site and Buffalo as a whole. He advised that to this end, the Guidelines are focused on the impact of buildings on the public environment.

Mr. Dee stated that, as articulated in the Guidelines, the purpose of the Canalside Design Committee ("Committee") is to assist the Corporation's Board of Directors ("Board") with the development, adoption and implementation of the Guidelines. Further, he stated the Committee's role is to help ensure that the Guidelines and all development at Canalside promote a cohesive atmosphere that is inspired by the architecture of Buffalo's historic canal district.

As originally drafted, Mr. Dee advised the Guidelines anticipated that the Committee would be comprised of three members but in order to get a broader range of participation, it is recommended that the committee consist of five members. He stated that while current Committee Members Rishawn Sonubi and Max Willig are being retained, the appointments of Ted Lownie, Joe Petrella, and Audrey Russ Sanders are now being requested.

Before continuing, Mr. Dee thanked outgoing Committee Members Doug Swift, Hiro Hata and Amelia Ortiz Weinmann for their service and especially for their great job in reviewing the historically aligned canals; the East Canal, One Canalside; and the HarborCenter. He noted that what would be required of this newly designated Committee would be looking at

restaurant buildings; Children's Museum; the mixed-use building; conference station and any of the historic buildings that the Corporation builds going forward.

In response to a request for questions, Director Mutua asked if Mr. Dee could speak briefly about the process of selection and vetting of the proposed Committee Members. Mr. Dee explained that the new individuals were suggested to the Corporation and staff then talked with these individuals, the scope of work was identified and the individual's level of interest was determined.

Director Mutua asked if there is a voice from a regular citizen in this group, someone who is not a professional in the sense that these individuals are. Mr. Dee responded that all of the nominees are individuals and members of the community and that none have a stake other than being in the public. He noted that none are develop or do work at Canalside and that each is a high-end professional that is trying to do community service by helping with this process.

Chairman Gioia added that knowing several of the members, he could assure the Board that their interests are community driven and it really is a volunteering service that they are providing. He said he thought that there was enough of a mixture of backgrounds and talents to give the Corporation a community-wide consideration for the Committee.

Noting that he would like to see more gender and racial diversity on the Committee, Director Mutua asked if the Committee number could be increased. Mr. Dee stated that while

the Committee size was always recommended to be between three and five members, he didn't believe there would be any issue with adding one additional member. Chairman Gioia suggested that if Director Mutua knew of a person who would address some of his concerns, that the Board would be happy to consider that person for addition to the Committee. Director Mutua agreed to provide some names for consideration but requested that it not be limited to his recommendations and be opened to the entire Board. Chairman Gioia agreed and offered to the entire Board to submit any recommendations they may have and the Corporation will take a look.

Director Colligan stated his question on whether an honorarium or anything was paid to these individuals was covered when it was mentioned that the work was purely volunteer. He stated that he thought that might limit the amount of recruitment the Corporation can do as well. Chairman Gioia responded that he thought that depended because personally, he thought this work would be for the good of the community and that people should do it for that reason and not be compensated. He thought the volunteers understood and recognized that fact and that those who will continue and those who left the Committee have done a service to the community. Director Colligan noted that he knew two of the three new individuals being added and that they are very much involved in preservationism, reuse, and reclamation of city buildings so he thinks those factors would indicate that the Corporation is getting the right people to join the Committee at this time.

Hearing no further questions or comments from the Directors and no comments from the public, upon motion duly made and seconded, the following resolution was unanimously adopted:

ERIE CANAL HARBOR DEVELOPMENT CORPORATION – Canalside Design Committee -  
Authorization to Designate Canalside Design Committee Members and to Take Related  
Actions

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BE IT RESOLVED, that upon the basis of the materials presented to this meeting (the "Materials") a copy of which is hereby ordered filed with the records of the Corporation, the Corporation finds that, Rishawn T. Sonubi; Max Willig; Theodore Lownie; Joseph A. Petrella; and Audrey Ross Sanders be, and they hereby are, appointed to the Canalside Design Committee to assist the Erie Canal Harbor Development Corporation Board of Directors with the development, adoption and implementation of the Canalside Design Guidelines; and be it further

RESOLVED, that the President of the Corporation or his designee be, and each of them hereby is, authorized and directed to take any and all action necessary to carry out the foregoing resolution and to carry out any authority or delegation granted to the Corporation in conjunction with such authorizations, including, but not limited to, the preparation and execution of any agreements, instrumentation and/or documents as may deem necessary or appropriate.

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Chairman Gioia then asked Tom Dee to present a request for authorization for the Corporation to enter into a consulting agreement for master planning services relating to the Outer Harbor. Mr. Dee first noted the contract would be with Perkins+Will for a base amount of \$615,060, plus a 20 percent contingency for a total contract amount not to exceed \$738,072.

Providing background, Mr. Dee stated that on September 5, 2013, On September 5, 2013, Governor Andrew M. Cuomo presented his vision for a dramatic transformation of the City of Buffalo, New York's largely-vacant Outer Harbor. He noted the Governor's vision

includes the redevelopment of roughly 400 acres of waterfront land bordering Lake Erie on Buffalo's Western shore and that approximately 190 acres of the Outer Harbor, a small boat marina and a beach, will become a new state park under the Office of Parks, Recreation and Historic Preservation (OPRHP). Further, Mr. Dee stated another 50 acres will be sold for industrial development, and 20 acres will remain under private ownership. Noting that the future of much of the remaining approximately 150 acres is yet unplanned, Mr. Dee advised it is therefore to now be master planned for mixed-use waterfront development. In addition, he said the planning process will include the approximately 21 acres Wilkeson Pointe property. He stated the planning for this 171 acres site (the "Primary Project Area"), is the focus of work. He advised the Project is also expected to require plans for connectivity enhancements or utility extensions from sites outside of these 171 acres, and the mixed-use economic activity on the Primary Project Area will be required to eventually economically sustain the operations and maintenance costs of open and recreational space within the Primary Project Area.

Mr. Dee stated that Perkins+Will is well suited for this project, having recently successfully completed large waterfront design projects in Ottawa, Toronto and other climatically, environmentally and substantively similar engagements. Further he advised that they have also displayed a significant commitment to sustainability, having been ranked #1 in Sustainable Design by Architect Magazine in 2009, 2010 and 2011 and that the team will be led by Perkins+Will's Global Leader in Urban Design, Karen Alschuler.

Explaining the scope of work, Mr. Dee said the Consultant team will produce an implementation-oriented master planning blueprint for the reuse and redevelopment of the Primary Project Area. He noted that the Project should build on prior planning efforts, consider the context of the Peripheral Project Area and other surrounding areas, and take into consideration future investments that might produce connectivity and corresponding private investment.

Mr. Dee advised the Corporation set a deadline for completion of a primary scope of work for the Project by October 1, 2014 with overall work to last not more than one year. He stated any additional work is expected to be performed subsequently under a contract addendum or amendment with the chosen Consultant and that the scope and procurement process for additional work will be determined as appropriate progress is made with the Project.

Mr. Dee then enumerated for the Directors the contract's three specific tasks: 1) to prepare development scenario alternatives; 2) to solicit and attract public participation; and 3) to develop the Outer Harbor blueprint

Mr. Dee advised that the overall Minority and Women Business Enterprise (MWBE) Participation Goal is 25 percent and that this overall goal will include a Minority Business Enterprise (MBE) Participation Goal of 15 percent and a Women Business Enterprise (WBE) Participation Goal of 10 percent related to the total value of Erie Canal Harbor Development

Corporation's funding. Further, Mr. Dee noted that the four Sub-consultants on the Perkins+Will team, listed by MWBE percentages, are as follows: 1) 7 percent - Watts Architecture and Engineering (MBE); 2) 4 percent - Distinct Engineers (MBE); 3) 5 percent - V.J. Associates (MBE); and 4) 11 percent SCAPE / LANDSCAPE ARCHITECTURE PLLC (WBE). Mr. Dee concluded stating that overall, the Consultant Team has achieved a combined MWBE involvement of 27 percent (16 percent MBE, 11 percent WBE).

Mayor Brown stated he knew there was a thorough review by the staff on this item and asked if Distinct Engineers, V.J. Associates and SCAPE were from the Western New York area. Mr. Dee responded that V.J. Associates is located in New York City and Kevin Hansen advised that several Buffalo based firms such as, Watts Engineering, Architectural Resources and Eric Mower Associates, were participating in part of the Contract.

Hearing no further questions or comments from the Directors and no comments from the public, upon motion duly made and seconded, the following resolution was unanimously adopted:

ERIE CANAL HARBOR DEVELOPMENT CORPORATION – Outer Harbor - Authorization to Enter into a Master Planning Consultant Agreement; and Authorization to Take Related Actions

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BE IT RESOLVED, that upon the basis of the materials presented to this meeting (the "Materials"), a copy of which is hereby ordered filed with the records of the Corporation, the Corporation hereby finds Perkins+Will to be responsible; and be it further

RESOLVED, that the Corporation is hereby authorized to enter into a contract with Perkins+Will to complete the work for a base contract amount of SIX-HUNDRED FIFTEEN THOUSAND AND SIXTY DOLLARS (\$615,060), plus a contingency amount of ONE-HUNDRED TWENTY-THREE THOUSAND AND TWELVE DOLLARS (\$123,012) for a total contract price not to exceed SEVEN

HUNDRED THIRTY-EIGHT THOUSAND AND SEVENTY-TWO DOLLARS (\$738,072) for the purposes and services, and substantially on the terms and conditions, set forth in the Materials; and be it further

RESOLVED, that the President of the Corporation or his designee be, and each of them hereby is, authorized to take such action and execute such documents as may be necessary or appropriate to carry out the foregoing resolution including the issuance of a Notice to Proceed for an amount not to exceed ONE HUNDRED THOUSAND DOLLARS (\$100,000) of initial work prior to execution of a formal contract.

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Chairman Gioia then asked Mr. Dee if he would give his President's Report. Mr. Dee advised that last week there was a celebration of the Summer Concert Series announcement on the Central Wharf. This event showcased a local band, DJs, and included a variety of food trucks which gave the public a taste of all the fun to come. He noted that over 32 musical events, of which the majority will be free, will include some new additions of the battle of the bands; music and dance; and an instructional dance series. Mr. Dee noted that there was a great diversity in music genres showcased both from local and national bands ranging from rock to gospel and everything in between.

Next Mr. Dee updated the Directors on the programming at Canalside, stating the 2014 season is up and running. He said final permitting is in the process for Clinton's Dish Restaurant which will be opening soon. He noted a few things to look forward to is the first Artisan Market on May 17<sup>th</sup>; the craft beer festival in the summer; and the Arts Services Initiative of Western New York kick-off on May 31<sup>st</sup> with the canoe paddle event. He stated the full calendar of events could be viewed at "canalsidebuffalo.com".

Mr. Dee then gave an update on design noting that the South Aud block's restaurant, Children's Museum and mixed use concept plans are moving forward into schematic design.

Mr. Dee provided information on the current construction projects. He noted One Canalside is fully leased and the Marriott Courtyard would be open to the public tomorrow and that HarborCenter continues to progress and Ohio Street construction is in full swing. He further noted that the East Canal will be have final close-out at the end of the month to coincide nicely with eh Marriott Courtyard's ribbon cutting.

And for his last update, Mr. Dee stated the historically-aligned canal site is up and running with construction workers and granite and other materials have been delivered and are being installed. Further, he noted that off-site bridge work is being done and it is expected to be on the site by the end of the month.

In closing, Mr. Dee stated that the excitement moving forward on the Outer Harbor fulfills the promise of the Governor's vision and the Corporation is very excited to announce the contract with Perkins+Wills for the Outer Harbor. He said this is the next step in reclaiming and utilizing the land for public use and the Corporation looks forward to continuing the revitalization of the waterfront.

Hearing no further business, Chairman Gioia adjourned the meeting at 9:31 a.m.

Respectfully submitted,

Deborah Royce  
Corporate Secretary

**Item #2**

# Erie Canal Harbor Development Corp.

## FOR CONSIDERATION

December 15, 2014

TO: The Directors

FROM: Thomas P. Dee

SUBJECT: Canalside - Public Space Management Contract

REQUEST FOR: Authorization to Amend the Budget for Public Space Management; and  
Authorization to Take Related Actions

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### I. Contract Summary

Contractor: Global Spectrum, LP ("GLOBAL")  
3601 South Broad Street  
Philadelphia, PA 19148

Scope of Services: Canalside Public Space Management

Original Budget Amount: Not to exceed \$1,715,500 (Operating Subsidy + 15% contingency + \$270,000 Gap Budget + \$375,000 Capital Improvement) for Year 1. The contract amount for each subsequent operating year will be subject to ECHDC Board approval.

Proposed Amendment Amount: Not to Exceed \$860,020 [\$646,410 (Operating Subsidy) + \$135,425 (Capital Expenses) + \$78,185 (10% contingency)]

New Proposed Budget Total: \$2,575,702 (original + Amendment)

Funding Source(s): The funding source for the proposed contract is proceeds payable to ECHDC pursuant to the New York Power Authority Relicensing Agreement and common area maintenance charges generated from the project.

## II. Background

Based on the 2012 Cultural Master Plan, ECHDC has embraced the identified short-term and long-term opportunities for cultural attractions, entertainment, waterside and special events, and programming, which would maximize the use of the indoor and outdoor public spaces, increase the likelihood of commercial investment, and attract additional visitors to Canalside. In June of 2012, ECHDC contracted with Biederman Redevelopment Ventures ("BRV") to develop a vision and activation plan for additional amenities, programs, and/or events for the spaces within Canalside. The goal is to create a compelling destination that attracts a diverse audience and supports the current public amenities, as well as plan for the public spaces currently under construction. The plan includes developing the management structure, programming components, site improvements, and long-term revenue development. With BRV's experience and consultation, 2013 was the most successful year for Canalside with over 800 events and 800,000 visitors.

As Erie Canal Harbor Development Corporation transitions Canalside from a public space to a true world-class destination, there is a concerted effort to include something for everyone. On the heels of its successes in 2013, ECHDC's goal was to take the waterfront to the next level in 2014 in terms of programming and events, as well as private investments. While developing an activation plan and based on other prominent, urban, waterfront destinations, it was realized that Canalside needs to be managed by a dedicated management company that understands destinations and venues, is able to give its undivided attention to Canalside's needs and puts Canalside on a path towards financial sustainability. The 2014 summer season at Canalside exceeded all expectations, with more than 1 million visitors making their way down to the waterfront destination for diverse festivals, activities for children, concerts, arts and culture, fitness and more. This year, ECHDC was pleased to provide 30 percent more events and activities than what was offered in past seasons. There was something to do every single day this summer at Canalside. ECHDC's vision for a redeveloped waterfront also includes transforming Canalside into a unique, year-round asset that attracts people and businesses to the community. In the next couple of days, Canalside will be opening up New York State's largest ice rink, fulfilling ECHDC's goal of a year-round destination. Additional events both on the ice and off the ice are planned for the winter season.

## III. Current Management Status

Pursuant to a competitive solicitation advertised in the *New York State Contract Reporter*, Global Spectrum was selected to operate and manage the Canalside district beginning in April of 2014. Global Spectrum is one of the world's largest and most respected venue management companies. Global is owned by Comcast-Spectacor, which in turn is owned by Comcast NBCUniversal, making it one of the world's most dynamic, well-capitalized, multifaceted facility management companies. Comcast-Spectacor holdings include the Philadelphia Flyers of the National Hockey League; the Philadelphia 76ers of the National Basketball Association; Comcast SportsNet, sports programming network; Ovations Food Services, a food and beverage services

provider; New Era Tickets, a full-service ticketing and marketing product for public assembly facilities; Front Row Marketing, a commercial rights sales company; and 3601 Creative Group, a full-service in-house advertising agency.

Based upon the scope of work outlined in the Request for Proposal issued to select an operator, a contract was entered into with Global to act as ECHDC's agent to be the sole manager and operator of the Managed Premises. The scope of work included the services listed below:

**Operations & Maintenance:**

- Sanitation
- Security
- Horticulture
- Hospitality Services
- Capital Plant Maintenance
- Floating Dock Operations

**Programming & Events Management:**

- Programming Management
  - Programming Supervision & Coordination
  - Programming Development & Marketing
- Experiential Marketing & Third Party Event Management
  - Event Logistics Evaluation
  - Applications, Approvals, and Permitting
  - Staffing
  - Pre and Post Site Conditions
  - Site Fees and Production Costs
- Coordinate with the City of Buffalo Special Events Office for Special Events at Canalside
- Commercial Rights Sales & Activation
- Food & Beverage Management and Operations

**Canal/Ice Rink Operations & Maintenance:**

- Canal Mechanical Systems Operations & Maintenance
- Ice Rink Operations
  - Skating facilities and support services
  - Comprehensive ice rink programming and event management

IV. Revised Budget and Contract Terms

The contract entered into between ECHDC and Global Spectrum, among other things, requires ECHDC to cover the costs of free programming and events at Canalside pursuant to an expected budget prepared by Global. As previously approved by the ECHDC Board, this operating support was expected to be \$1,715,500 for the 2014-15 fiscal year. Due primarily to increased

operating and capital expenditures at Canalside, the required operating support from April 1, 2014 through March 31, 2015, has increased to a total of \$2,575,702, requiring an additional commitment by ECHDC of \$860,020 to fund the operations and first-year capital requirements at Canalside. A copy of the Amended Budget is attached hereto as Exhibit A.

The increased support to cover costs is attributable to the vast increase in the number of visitors to Canalside. Although this dramatic increase in utilization was a favorable indicator of the progress at Canalside, this increase also required Canalside's operation to expand its scope to meet the larger-than-expected demand, which included an increase in staffing.

Furthermore, in order to improve operational efficiencies at Canalside, Global and ECHDC have agreed to a revised reporting structure and revisions to the management agreement that will improve financial controls, financial reporting, asset management and performance incentives.

ECHDC will continue to provide oversight of Canalside operations and will work closely with Global on all operations, event, sales and marketing initiatives. ECHDC will remain an active owner and ensure Global performs and meets all designated expectations.

V. Non-Discrimination and Contractor & Supplier Diversity

The Corporation's non-discrimination and contractor and supplier diversity policies will apply to this contract. Erie Canal Harbor Development Corporation (ECHDC), as part of its responsibility, recognizes the need to promote the employment of minority group members and women and to ensure that certified minority and women-owned business enterprises have opportunities for maximum feasible participation in the performance of ECHDC contracts.

For purposes of this contract originally resulting from the Contract solicitation, ECHDC hereby establishes an overall goal of 23% related to the total value of ECHDC's funding for Minority and Women-Owned Business Enterprises (MWBE) participation. In addition, ECHDC hereby establishes a Minority and Women workforce participation goal of 30%.

VI. Environmental Review

The Canalside Project was the subject of a SEQRA EIS process. The ESD Board of Directors issued a Findings Statement for the Project at their meeting of March 25, 2010 and the ECHDC Board of Directors issued Involved Agency Findings on March 12, 2010. These prior reviews and findings addressed all aspects of the Canalside Project, including the operation and maintenance of and programming for Canalside. Therefore, no further environmental review is required in connection with this action.

VII. Requested Action

The Directors are requested to (1) authorize the Corporation to amend the budget regarding

the operations and management of Canalside to an amount not to exceed \$860,020 [\$646,410 (Operating Subsidy) + \$135,425 (Capital Expenses) + \$78,185 (10% contingency)]; and (2) authorize the Corporation to take all related actions.

VIII. Recommendation

Based on the foregoing, I recommend approval of the requested action.

Attachments

Resolution

Exhibit A – Amended Budget

December 15, 2014

ERIE CANAL HARBOR DEVELOPMENT CORPORATION – Canalside – Public Space Management –  
Authorization to Amend the Budget; and Authorization to Take Related Actions

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BE IT RESOLVED, that upon the basis of the materials presented to this meeting (the "Materials"), a copy of which is hereby ordered filed with the records of the Corporation, the Corporation is hereby authorized to amend the budget contained in the Management Agreement ("Agreement") with Global Spectrum, LP ("Global"), for an amount not to exceed \$860,020 [\$646,410 (Operating Subsidy) + \$135,425 (Capital Expenses) + \$78,185 (10% contingency)] for a total new budget amount not to exceed \$2,575,702 (TWO MILLION FIVE HUNDRED SEVENTY FIVE THOUSAND SEVEN HUNDRED TWO DOLLARS) in accordance with the terms and conditions set forth in the materials; and be it further

RESOLVED, that the President of the Corporation or his designee be, and each of them hereby is, authorized to take such action and execute such documents, including amending the Management Agreement with Global, as may be necessary or appropriate to carry out the foregoing resolution.

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**Exhibit A –  
Amended Budget**

12/12/2014

**GLOBAL SPECTRUM  
CANALSIDE - BUFFALO, NY  
WINTER OPERATING BUDGET DEC 2014-APR 2015**

<u>Ice Rink Revenues</u>	\$ 129,600
<b>Total</b>	<b>\$ 129,600</b>
<u>Other Income</u>	
Advertising/Event Sponsorship (net after commission)	\$ 189,625
<b>Total</b>	<b>\$189,625</b>
<b>Adjusted Gross Income</b>	<b>\$319,225</b>
<u>Indirect Expenses</u>	
Salaries & Benefits	\$ 563,063
Operating Expenses- Materials, Supplies & Services	\$ 402,572
<b>Total Indirect Expenses</b>	<b>\$965,635</b>
<b>Operating Income/(Loss)</b> (before Incentive Fees, Capital Reserves, Interest Expense & Debt Service Payments)	<b>(\$646,410)</b>
<u>Capital Budget (Non-Operating Items)</u>	<b>(\$135,425)</b>
<b>Profit / (Loss)</b> (before Incentive Fee, Interest Expense, Debt Service Payments)	<b>(\$781,835)</b>