



NEW YORK CITY COMPTROLLER
BRAD LANDER

Maura Hayes-Chaffe
Deputy Comptroller for Audit

Analysis of the Financial and Operating Practices of Business Improvement Districts Fiscal Year 2020

SR21-094S | May 5, 2023





THE CITY OF NEW YORK
OFFICE OF THE COMPTROLLER
BRAD LANDER

May 5, 2023

To the Residents of the City of New York:

My office has analyzed the financial information of the 76 business improvement districts (BIDs) within the City with fiscal years ended in Calendar Year 2020. BIDs receive funding through special assessments and hire staff, contract service providers, and provide services to the districts in accordance with their respective District Plans.

This report provides comparative data on the overall financial activities of the 76 BIDs that received City-collected assessments. The analyses contained in this report provide a means of comparing the operations of the BIDs and performance of District Management Associations.

In summary, of the 76 BIDs, 12 were identified with more than one potential area of concern. These financial risks fall into four categories:

- BIDs with recurring deficits (expenses exceeded revenues), which may have resulted in the lack of provision of needed program services to the districts;
- BIDs with low program service expenses when compared to their respective category average;
- BIDs with high administrative expenses in comparison to their respective category average; and
- BIDs that paid higher salaries and compensation to key employees when compared to BIDs in the same revenue category.

This report contains four recommendations that are addressed to the Directors of the BIDs and two recommendations to the Department of Small Business Services.

If you have any questions concerning this report, please e-mail my Audit Bureau at audit@comptroller.nyc.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "B. Lander".

Brad Lander
New York City Comptroller

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IMPACT OF ANALYSIS

Summary of Conclusions

This analysis of business improvement districts (BIDs) identified four financial matters, which potentially point to increased financial risks and may decrease the availability of services to districts. The analysis highlights:

- BIDs with recurring deficits (expenses exceeded revenues);
- BIDs with low program service expenses when compared to their respective category averages;
- BIDs with high administrative expenses in comparison to their respective category averages; and
- BIDs that paid higher salaries and compensation to key employees compared to other BIDs.

As reflected in Table XVII in Appendix I, twelve BIDs were identified with more than one potential matter of concern. A BID that incurs recurring deficits or accumulates excessive reserves and expends low amounts on program services or large amounts for administrative costs may not achieve its basic goal of providing optimum services to its district. Accordingly, trustees of the twelve BIDs should consider the potential financial matters identified in this report and evaluate whether their resources could be better used.

Intended Benefits

BID operations, funding, services, needs and priorities vary greatly, making a direct comparison from one BID to another impracticable. However, analysis of similar-sized BIDs based on total revenue categories, as carried out in this report, provides a baseline for comparison. Accordingly, this analysis highlights potential risks and concerns for directors, board members, and other stakeholders of the BIDs to consider, and provides recommendations aimed at mitigating these risks in the future.

INTRODUCTION

Background

In 1981 and 1982, the State and City of New York (the City) passed legislation permitting property owners to define and self-fund BIDs.¹ The first BID established in the City was the 14th Street-Union Square Partnership in Manhattan in 1984. As of Calendar Year 2020, there were 76 BIDs operating in the City, including 25 in Manhattan, 23 in Brooklyn, 13 in Queens, 11 in the Bronx, and four on Staten Island. In Fiscal Year 2020, these BIDs invested more than \$170 million and served more than 93,000 businesses in their respective districts. SBS oversees BID formation and expansion, monitors BID fiscal and organizational health, manages each BID's contract with the City, and collects annual impact data and external audit reports for each BID. SBS also provides support, training, and best practices to the BIDs. (Exhibit A in Appendix II provides a complete list of BIDs and their FY 2020 operating parameters.)

A BID is a legally established commercial district within a defined geographical boundary made up of local stakeholders (e.g., property owners, commercial and residential tenants) formed for the purpose of promoting business development and improving the area's quality of life. BIDs also serve as liaisons between local businesses, stakeholders, and City government. Each BID is run by a District Management Association (DMA), a not-for-profit organization composed of a board of directors that oversees the operation. Each board of directors is comprised of at least 13 members, including at least nine local stakeholders (a majority of which must be property owners), and a voting representative from the Mayor's Office (an SBS staff member), the Comptroller's Office, the Borough President's Office, and a City Council member that represents the district.² Many BID boards also include non-voting members that may represent the local Community Boards or other local nonprofit organizations.

BIDs hire staff, contract service providers, develop budgets, and decide on the type and level of services to be provided to the districts in accordance with their respective District Plans and contracts with the City. Once formed, a BID can exist in perpetuity.³ If a BID seeks to amend its District Plan, expand its boundaries, or increase its special assessment, it must follow the same planning, outreach, and legislative processes initially taken to form the district.

BID operations and services are funded by a special assessment billed to and paid for by each property owner in the district. Each BID's total annual assessment is unique to the district and decided upon by the BID's stakeholders upon formation. The assessment amount is based on a unique formula determined by each BID separately to accurately reflect the needs and character of its district. Many variables are considered in a BID's assessment formula, including front footage, assessed value, commercial square footage, lot size, property type (commercial use, mixed use, residential) and use (parking lot, empty lot, development).

¹ § 25-401 of the City's Administrative Code governs the formation and expansion of BIDs in the City.

² BIDs are governed by their respective by-laws and contracts with the City. BIDs are also governed by New York State Consolidated Laws: §980 of the General Municipal Law and Chapter 35 "Not-for-Profit Corporations," and Title 25, Chapter 4 of the New York City Administrative Code.

³ § 25-415 of the City's Administrative Code provides that a BID may be dissolved by the City Council upon request of the BID itself, or the request of owners of property in the district with 51% or more of the assessed valuation or 51% of the property owners in the district.

City Interest in the Operation of BIDs

The services provided by BIDs to their districts supplement existing services provided by the City, including sanitation and maintenance, public safety and hospitality, marketing and public events, capital improvements, and streetscaping and beautification. The City's Department of Finance (DOF) bills and collects the special assessments from the property owners in each BID and in turn fully disburses the collected funds to each BID. On average, in FY 2020 approximately 75% of the BIDs' total revenue came from special assessments, and the remaining 25% from external sources (i.e., fundraising events, advertising, concessions, grants, and private donations) to support their operations.

BIDs are required to keep accurate books and records in conformity with generally accepted accounting principles, and their financial statements must be audited annually by an independent Certified Public Accounting firm selected by its board, and copies of those statements must be provided to BID stakeholders and SBS. BIDs are also required to self-report program outputs and expenses annually to SBS. This information is compiled and published in SBS' annual *BID Trends Report*. SBS allows each BID to use their own method for tracking and collecting data throughout the year. BIDs also file audited financial statements with the Comptroller's Office; representatives of the Comptroller's Office also sit on BID boards; and BID operations and financial activities are subject to audit and review by this office.

This report discusses the potential issues and observations resulting from the auditors' analyses, based on the self-reported financial information published in SBS' annual *BID Trends Report* for FYs 2016–2020, along with publicly available information the BIDs filed with the U.S. Department of the Treasury and the Internal Revenue Service ("Form 990: Return of Organization Exempt from Income Tax").

In the 2020 *Trends Report*, the City's 76 BIDs reported total revenue of \$182.1 million, including \$137.4 million in assessments. The top 28 BIDs, each with revenue of more than \$1 million, accounted for nearly \$163.1 million (90%) of the total revenue as shown in Table I of Appendix I. Table II of Appendix I provides a breakdown of the BIDs' total revenue and total assessments in FY 2020 by revenue category, and Table III breaks down the BIDs' total revenue and size category by borough.

Objective

The objective of this analysis is to provide comparative data on the overall financial activities of the 76 BIDs that received City-collected assessments during FY 2020.

Discussion of the Results of the Analysis

The 12 BIDs identified with one or more financial concerns are listed in Table XVII in Appendix I.

The matters covered in this report were communicated to all 12 BIDs at the conclusion of this review. A draft was sent to SBS and the 12 BIDs, and an offer of an exit conference extended. Findings were discussed with SBS and with representatives of BIDs who requested exit conferences. All 12 BIDs submitted written responses by April 3, 2023. All responses are attached as Addenda to this report. SBS notified the auditors that it would not be submitting a response.

In their responses, most BIDs attempted to explain the causes of the conditions cited in this report; six of them also stated that the SBS *Trends Report* information was reported differently in their certified financial statements. Specifically, these BIDs stated that they did not allocate programmatic salaries as they did in their certified financial statements, and in one case the BID reported debt service payments to SBS in a way that overstated its expenses when compared to its audited financial statements. Some BIDs also stated that expenses were accurately reported in their certified financial statements.

This report is a compilation and comparison of publicly available information, such as the SBS *Trends Report*, and did not consider BIDs' certified financial statements since they may not be readily available to the public.

It is worth noting that the information contained in the SBS *Trends Report* is self-reported; this information was reported to SBS by the BIDs themselves. It would be helpful if BIDs obtain clarification or guidance from SBS regarding a uniform method of reporting administrative and program expenses. This would help to ensure that publicly available information is consistent and comparable.

This report does not reach conclusions regarding the causes of the conditions identified in the report, and the auditors' conclusions and recommendations have not been amended. The auditors continue to urge BIDs to consider their financial positions, relative to other BIDs, with a potential eye for improvement.

DETAILED ANALYSIS

Operating Surpluses or Deficits

BIDs are responsible for providing services to their respective districts while effectively managing their revenues and expenses to ensure that funds are appropriately allocated and services are optimally provided. Of the 76 BIDs operating in the City:

- 61 (80.3%) BIDs, with total revenue of \$158.7 million, had combined operating surpluses (revenue exceeded expenses) of \$14.4 million that ranged from \$1,876 to \$3.2 million.
- 14 BIDs (18.4%), with total revenue of \$23.4 million, had combined operating deficits (expenses exceeded revenues) of \$2.7 million that ranged from \$422 to \$1.83 million.
- 1 BID broke even with total revenue equaling total expenses in FY 2020.

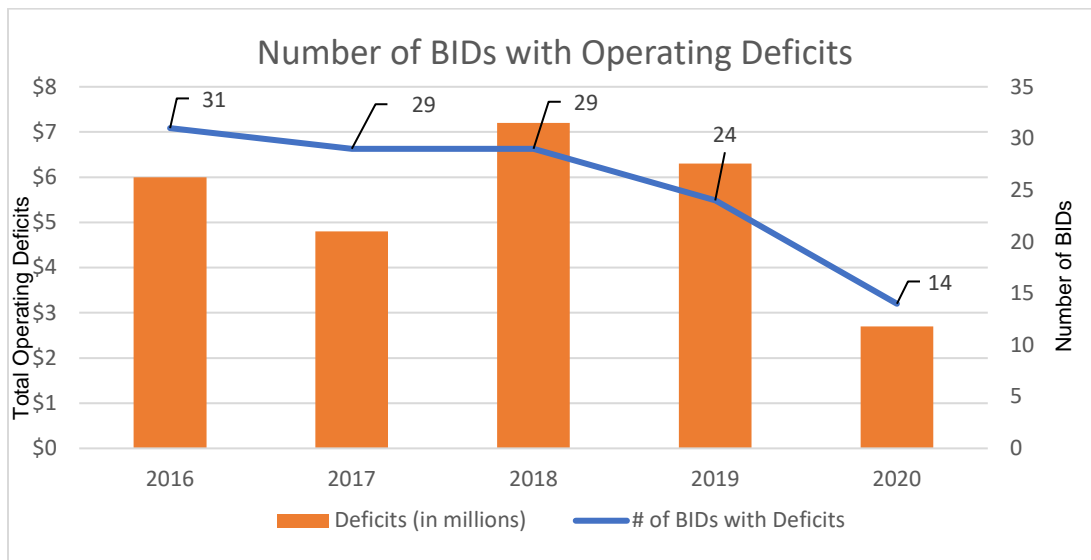
As discussed below, analyses of the BIDs' operating surpluses/deficits (shown in Tables IV – VI in Appendix I and Exhibit C in Appendix II) identified matters of potential concern. These should be considered and addressed.

BIDs with Recurring Annual Operating Deficits

Although BIDs may experience budget surpluses and deficits from time to time, the size and frequency of these events, especially deficits, can raise potential financial and operating concerns. Of the 61 BIDs that reported surpluses in FY 2020, 58 BIDs reported deficits in at least one year from FYs 2016 to 2020, 39 reported deficits over two to five years, with deficit amounts ranging from as little as \$25 to as large as \$1.6 million (highlighted in Exhibit C of the Appendix II). Only 18 BIDs (24%) reported operating without a deficit from FY 2016 to FY 2020, including three of the four new BIDs that began operations in FYs 2018, 2019, and 2020 (See Table V in Appendix I).⁴

The analysis showed that the lowest number of BIDs reported deficits in FY 2020 compared to prior fiscal years; however, the size of those deficits fluctuated from year to year, which could indicate inadequate financial controls. Compared to the 14 BIDs with reported deficits in 2020, totaling \$2.7 million, in 2016, 31 BIDs had combined deficits of \$6 million; in 2017, 29 BIDs had combined deficits of \$4.8 million; in 2018, 29 BIDs had combined deficits of \$7.2 million; and in 2019, 24 BIDs had combined deficits of \$6.3 million. (See Table VI in Appendix I for details.)

⁴ The information contained in this report was extracted from the FY 2020 *BID Trends Report*, which is composed of the self-reported outputs and expenses found in each BID's Annual Report submitted to SBS. Although this report may reflect an operating deficit for a BID, BIDs may have a legitimate explanation for why the self-reported expenditures exceed the revenue amounts.



Of the 14 BIDs with deficits in FY 2020, 12 reported deficits in the prior four years. Specifically, the Hudson Square BID, which reported incurring the largest operating deficit of \$1.83 million in FY 2020 only reported \$3.3 million in total revenue and accumulated \$5.1 million in deficits from four of the five fiscal years. Similarly, the 34th Street Partnership BID reported deficits in each year from FY 2016 to FY 2020, with combined deficits of \$5.4 million, and the Court-Livingston-Schermerhorn BID reported deficits in four of those years, totaling \$536,869. The remaining nine BIDs are as follows:

- the Flatbush-Nostrand Junction BID had deficits in all five years from FY 2016 to FY 2020, totaling \$364,103.
- the Southern Blvd BID had deficits in four of the five years, totaling \$36,869.
- the Bed-Stuy Gateway, the Atlantic Ave, and the Woodhaven BIDs had deficits in three of the five years, with collective deficits of \$542,315.
- the Belmont, New Dorp Lane District, Church Avenue, and Grand Street BIDs each reported deficits in two of the five years, collectively totaling \$121,510.

In addition, six of the 14 BIDs (the Hudson Square, 34th Street Partnership, Court-Livingston-Schermerhorn, Southern Boulevard, Long Island City Partnership, and Grand Street BIDs) incurred deficits despite increasing assessments by a combined total of \$1,969,272 during FY 2020.

While operating surpluses are preferable to deficits, BIDs must ensure that they provide adequate services to their districts. Deficits may mean a DMA did not meet the spending, fundraising, or budget goals outlined by its board of directors. Deficits can lead to higher levels of borrowing, higher interest payments, and low reinvestment rates, which in turn can result in lower revenue available to allocate to program and operating expenses in subsequent years. While an isolated operating deficit may occur from time to time, repeated deficits are of great concern as they may be the result of inadequate financial controls, unchecked overspending by BID management, and/or the under assessment of property owners in the BID.

This analysis provides a basis for comparison and highlights trends for individual BIDs to consider. It did not evaluate the operating effectiveness or assess the adequacy of services BIDs provided to their respective districts.

BID Assessments

BIDs receive most, if not all, of their revenue from the special assessments collected from district property owners by the City on their behalf. As noted earlier, the assessment for each BID is based on a formula unique to each BID. According to SBS' BID Formation and Expansion Guide, equity is a critical factor in the formula determination, and the amount each property pays should be proportional to the benefit it will receive from the BID.

In FY 2020, overall BID assessments totaled \$137.4 million of \$182.1 million in total revenue (75.5%) derived from all sources (as shown in Table XVII of Appendix I). The remaining \$44.7 million (24.5%) came from non-assessment sources (i.e., fundraising, donations, grants, etc.). Total BID assessments for FY 2020 increased by a net amount of \$12.8 million to \$137.4 million from \$124.6 million in FY 2019. This increase was directly attributed to increases in the assessments for 30 BIDs, including the Throggs Neck BID that began operations in FY 2020. Increases ranged from \$250 for the Bay Ridge 5th Avenue BID to \$3.2 million for the Fifth Avenue BID. The Fifth Avenue Association, Garment District, and Hudson Yards/Hell's Kitchen Alliance BIDs accounted for \$6.5 million (51%) of the net assessment increases in FY 2020. The Atlantic Ave BID assessment decreased in FY 2020 by \$6,600. Table VII in Appendix I lists the 31 BIDs, by total revenue category, whose assessments changed from FY 2019 to FY2020.

The auditors did not evaluate the variation in BID assessments due to the unique formulas and variables used in determining those assessments.

BID Expenses

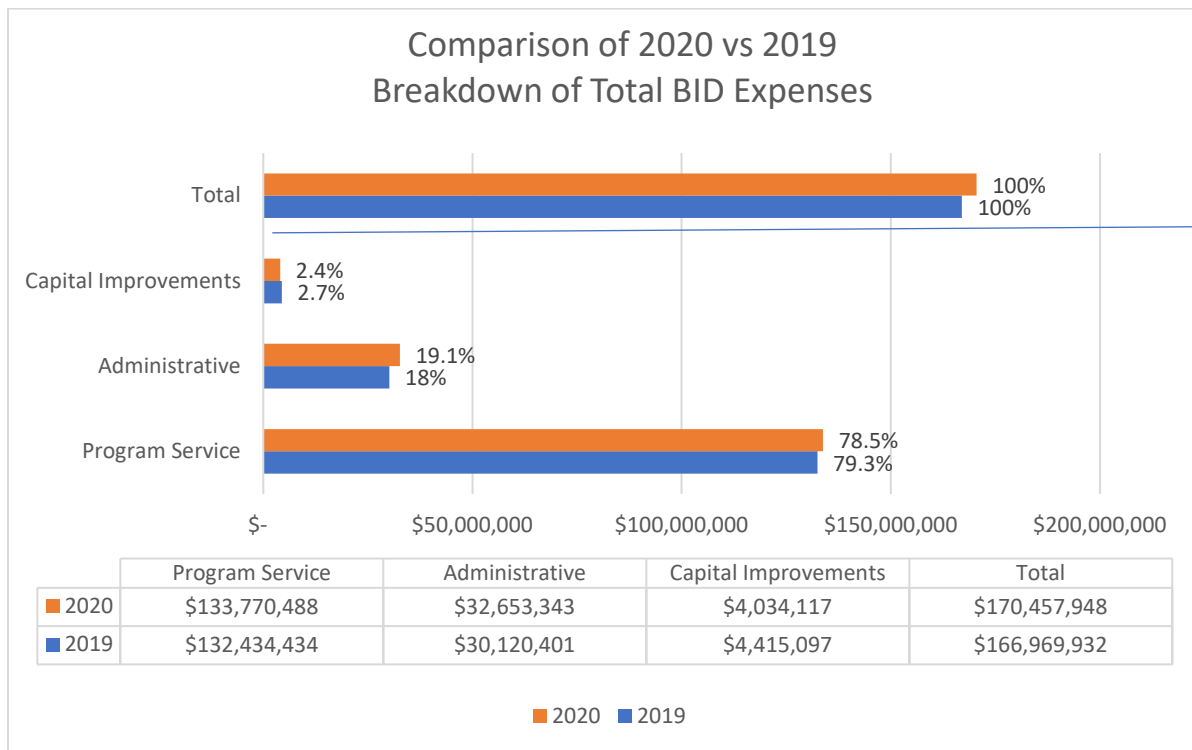
BIDs' primary expenditures generally fall into three categories: program services, administrative, and capital improvements. Program service expenses include supplemental sanitation, public safety, marketing and public events, streetscape and beautification, and other services.⁵ Administrative expenses include administrative staff salaries, outside contractors, insurance, rent, office supplies, and other general administrative expenses.⁶ Capital improvements of a district may include, for example, installation of custom street signage, security cameras, trash receptacles, lighting fixtures, etc.

In FY 2020, BIDs total spending increased by \$3.5 million (2.1%), from \$167 million in FY 2019 to \$170.5 million. This increase was largely due to a \$2.5 million increase in total administrative expenses.

As illustrated in the chart below, in both FY 2020 and FY 2019 the largest part of the 76 BIDs' total expenditures went to program service expenses, followed by administrative expenses, and then capital improvements. Collectively, program service expenses and administrative expenses comprised approximately 97% of the BIDs' total annual expenditures.

⁵ According to SBS' Fiscal Year 2020 NYC BID Trends Report, other services may include social services, business development, debt service cost, and miscellaneous program expenses.

⁶ This analysis classified expenses as they were self-reported by each BID to SBS; if an expense was reported as administrative it was analyzed as such in this report. According to SBS' Fiscal Year 2020 NYC BID Trends Report, outside contractors are limited to general and administrative functions and may include contracted management, accountants, bookkeepers, web designers, etc.



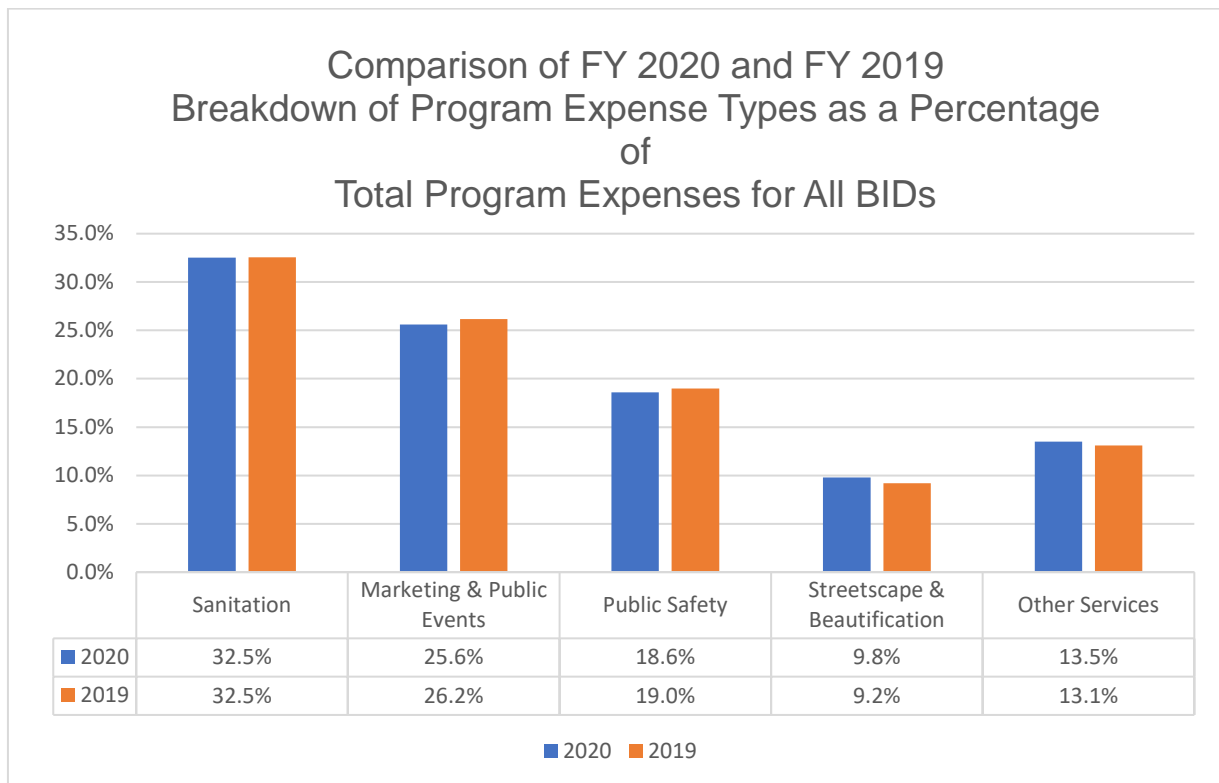
Program service expenses for all 76 BIDs remained consistent, increasing by just 1.1% in FY 2020 from FY 2019. Overall, program expenses represented nearly 80% of the BIDs' total expenses in both years. In FY 2020, the BIDs' administrative expenses increased by 8.4% and capital improvement expenses decreased by 8.6%. However, as a percentage of the BIDs' total expenditures, both administrative and capital improvement expenses remained consistent, representing nearly the same portion of the BIDs' total expenditures in both FY 2020 and FY 2019.

As discussed below, further analysis highlighted some areas of concern related to the level of spending by some BIDs on program services and administrative expenses.

Program Service Expenses

BIDs provide a variety of program services to their districts, including supplemental sanitation, public safety, marketing, and public events, and streetscaping and beautification. In FY 2020, the 76 BIDs reported overall spending of \$133.8 million on programs, up \$1.3 million (1%) from \$132.4 million in FY 2019. Spending included \$43.5 million (32.5%) for supplemental sanitation, \$24.9 million (18.6%) for public safety, \$34.3 million (25.6%) for marketing and public events, \$13.1 million (9.8%) on streetscaping and beautification, and \$18.1 million (13.5%) for other program expenses.

As demonstrated in the chart below, proportionally, the level of spending for each of these program expense categories remained nearly the same in both FY 2020 and FY 2019.



As shown in Tables VIII – X in Appendix I, spending on program services, as a percentage of total revenue, varied by BID size (total revenue category). These percentages do not lend to the evaluation of the quality of services provided; however, they provide insight into overall trends and a benchmark for comparison and further analysis.

A more in-depth analysis of BIDs by total revenue category and each BID's individual spending showed that the extent and level of services provided varies based on priorities and needs. Specifically, in 2020, BIDs increased their percentage of revenue spent on Streetscapes & Beautification from 9.2% in 2019 to 9.8% in 2020, reflecting an increase of 7.5% categorically. Conversely, BIDs decreased their percentage of revenue spent on Marketing & Public Events from 26.2% in 2019 and 25.6% in 2020 and in Public Safety expending 19.0% in 2019 and 18.6% in 2020, both experiencing a decrease in expense of 1.1% categorically. Exhibit D in Appendix II breaks down the amounts expended by each BID in FY 2020 on the different program services.

The percentages provide a benchmark for comparison and further analysis of program services. For example, when comparing the level of spending among the six total revenue categories (shown in Table VIII in Appendix I), there appears to be a direct relationship between revenue and spending. On average, BIDs in the highest total revenue category (more than \$5 million) spent a greater portion (76.5%) of their revenue on program services than those in the lowest total revenue category (less than \$250,000), which spent less than half (48.7%) of their total revenue on program expenses.

As shown in Table IX of Appendix I, this trend is explained by the different types and levels of program services provided by the BIDs. While all 76 BIDs provided marketing and promotional services and 75 BIDs provided sanitation, only 57 (75%) of the BIDs provided streetscaping, 38 (50%) provided other services (i.e., business development, debt service cost, and miscellaneous

programs), and 34 (45%) provided public safety services. The quality of services provided by BIDs was not considered nor determinable as part of this analysis.

BIDs with Low Program Expense-to-Revenue Ratios

The auditors identified certain BIDs with low program expenses, which raises potential concerns about whether those BIDs provided optimal or adequate program services to their districts.

As demonstrated earlier, program services usually make up the largest portion of BID spending. To better assess each BID's spending on program services to BIDs of similar size, the percent deviation was calculated for each BID and compared to their respective category averages.⁷ Positive values represent values above the category average and negative values represent those that fell below the category average. BIDs with a negative percent deviation of 30% or more were considered to have had low program service expenses compared to BIDs in the same total revenue category.

Overall, the auditors identified 10 BIDs with low program expenses. For example, West Shore expended 21.4% of their revenue on program services as compared to their category average of 50.3%, deviating from their category by 57.5%. Similarly, the SoHo Broadway Initiative expended 33.1% of their revenue on program services as compared to their category average of 60.8%, deviating from their category by 45.5%.

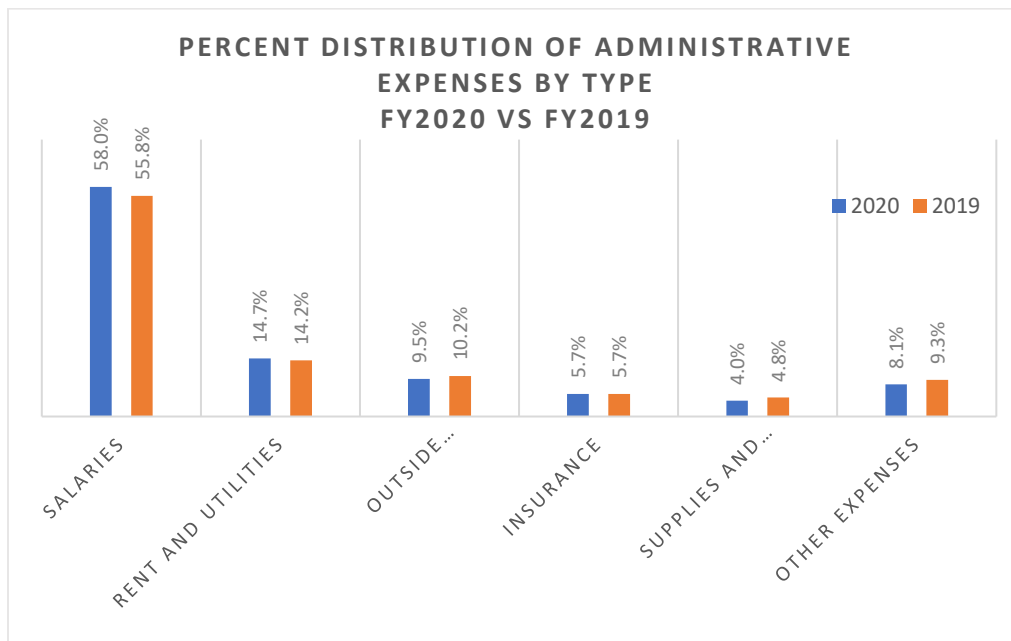
BID boards and stakeholders should evaluate their budgets to determine whether their resources might be used more efficiently. A detailed breakdown of BIDs with low program expense-to-revenue ratios appears in Table XI of Appendix I.

Administrative Expenses

BIDs require full-time directors and staff to administer programs and serve as district advocates. Administrative expenses cover the costs of operating the BID, including staff salaries and benefits, payroll taxes, auditing fees, insurance, rent and office supplies, computer equipment, website fees, and similar administrative costs.

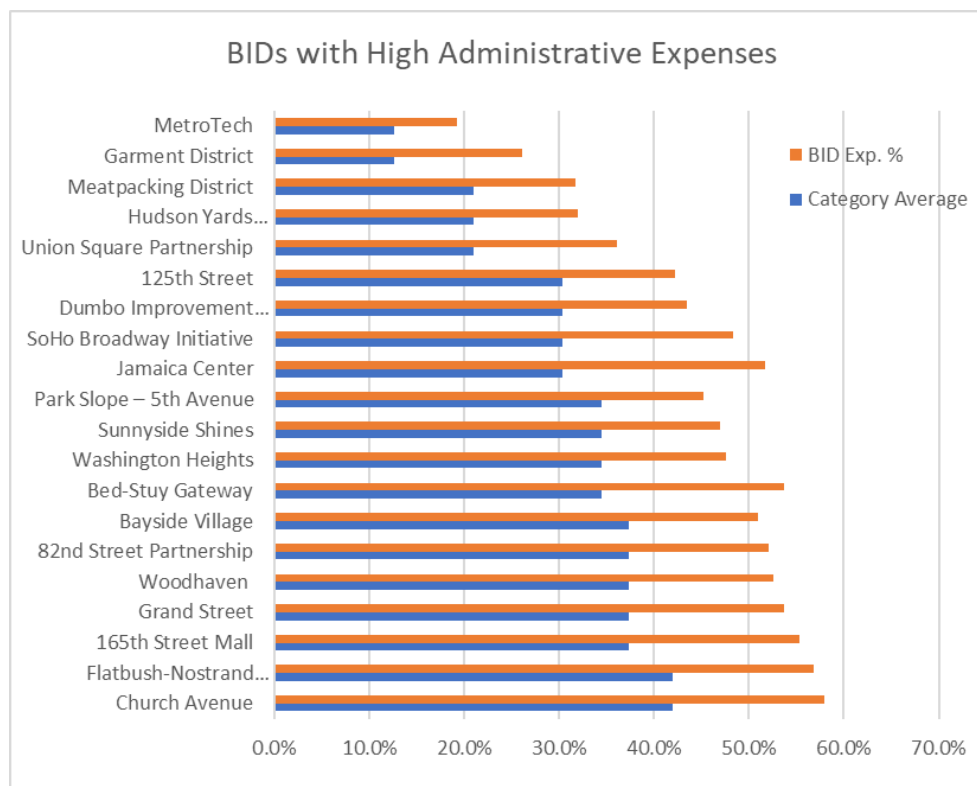
Collectively, the BIDs spent \$32.7 million in FY 2020 on administrative expenses, an increase of \$2.53 million (8.4%) from \$30.1 million spent in FY 2019. This increase was largely due to an increase of \$2.1 million or 12.7% in salaries paid to BID employees in FY 2020 over FY 2019 and a 12% increase in rent and utilities, despite a spending decline of 9.1% on supplies and equipment. As demonstrated below, of the BIDs' total FY 2020 administrative spending, \$18.9 million (58%) accounted for salaries, followed by \$4.8 million (14.7%) for rents and utilities, \$3.1 million (9.5%) for outside contractors, \$1.9 million (5.7%) for insurance, \$1.3 million (4%) for supplies and equipment, and the remaining \$2.7 million (8.1%) for other expenses. (Tables XII, XIII and XIV in Appendix I and Exhibit E in Appendix II analyze the administrative expenses incurred by each BID in FY 2020.)

⁷ In this analysis, the percent deviation measured the distance of each BID's total program service expense as a percentage of total revenue from their respective category average.



BIDs with High Administrative Expense-to-Revenue Ratios

The auditors identified 20 BIDs that reported substantially higher administrative expenses when compared with the category average of the similar size BIDs (shown in Table XIV of Appendix I). This trend is a potential concern for the BID boards and stakeholders to evaluate; individual BIDs should determine whether their resources could be better used.



As demonstrated earlier, administrative services generally represent a little less than 20% of BIDs' overall spending. To better assess a BID's spending on administrative expenses compared to other similar sized BIDs, the percent deviation was calculated for each BID and compared to the category averages for each of the six total revenue categories. In this analysis, the percent deviation measured the distance of each BID's total administrative expenses as a percentage of total revenue from their respective category averages. Positive values represent values above the category average and negative values represent those that fell below the category average. BIDs with a positive percent deviation of 30% or more were considered to have had high program expenses compared to BIDs in the same total revenue category.

For example, in 2020, the Garment District expended \$2.9 million, or 26.1%, of their revenue on administrative expenses as compared to the category average of 12.6%, representing a 106.7% deviation from the category average. Additionally, Union Square Partnership expended approximately \$995,000, or 36.1%, of their revenue on administrative expenses as compared to the category average of 21%, deviating from their category average by 72%. Conversely, BIDs such as Columbus-Amsterdam expended approximately \$28,000, or 6.9%, of their revenue on administrative expenses compared to their category average of 37.3%, deviating from their category average by 81.3%.

Certain BIDs Paid Higher Salaries and Compensation to Key Employees Compared to BIDs in the Same Revenue Category

Auditors highlighted BID salaries and compensation when compared to total administrative costs as a potential area of concern.

BIDs usually maintain a small staff, including a chief officer, and either a president or executive director. Based on the size and needs of the district, other key employee positions of a BID may include a vice president, a marketing director, and/or program director.⁸ Organizational structure notwithstanding, the largest portion of most BIDs' personnel costs (salaries and compensation) goes to management or key employee salaries. On average, nearly 60% of every dollar the BIDs spend on administrative expenses goes to salaries and compensation.

In FY 2020, the BIDs spent a total of \$18.9 million (58%) out of \$32.7 million spent on administrative costs, on salaries. Overall, total salaries and compensation expenses increased \$2.1 million (12.7%) from \$16.98 million in FY 2019. This 12.7% increase was more than 1.5 times the total increase of 8.4% in total administrative expenses for the same year. In fact, in just five years, the BIDs' spending on salaries and compensation grew by \$6.6 million (55%) to \$18.9 million in FY 2020 from \$12 million in FY 2015. Only a small portion (\$305,000, or 4.6%) of this \$6.6 million increase is explained by the formation of new BIDs – from 72 in 2015 to 76 in 2020. Consequently, the auditors took a closer look at salaries of key BID employees paid \$100,000 or more in FY 2020.

According to the BIDs' Form 990 filings, in FY 2020 there were 70 total BID officers or key employees whose salaries and compensation was \$100,000 or more, including four individuals who received compensation from more than one BID.⁹ Those 70 BID officers or key employees received salaries and compensation that ranged from \$100,000 to \$515,163 annually (from \$46 to \$369 hourly). While Grand Central BID paid the highest amount to a single individual, Bryant Park and 34th Street Partnership BIDs paid \$396 and \$301 per hour, respectively, to the same individual who worked an average of 25 hours per week for each BID. In cases where individuals

⁸ Officers are usually the Executive Director or President of the BIDs. Key employees are other high paid managerial staff, such as Director of Operations, Controller/Chief Financial Officer, Deputy Director, and Vice Presidents.

⁹ In some instances, an individual can serve as an officer, director, or other employee on more than one BID.

work for more than one BID, they are receiving pay for 50 hours per week. This is a potential concern, particularly in instances where non-BID commitments that are also compensated, exist. The BIDs and SBS should ensure that compensation is based on accurate and realistically achievable time commitments.

In addition, twenty of those 70 officers or key employees also received bonuses ranging from \$1,575 to \$115,000 in addition to their salaries and compensation (see Table XV in Appendix I).

While renumeration for key employees is established by the BID boards, in the interest of a district's stakeholders, the boards must be fiscally prudent and ensure that the BID provides an optimal level of services to the district at the lowest cost possible. BIDs should also consider the total hours of service provided and other outside commitments when setting compensation levels. This analysis provides a basic starting point that BIDs and SBS should consider when evaluating BIDs and assessing their overall operating costs.

Capital Improvement Expenses

BID spending on capital improvements totaled \$4 million in FY 2020, a decrease of 8.6% from FY 2019. A total of eight BIDs accounted for this spending. The Hudson Square BID spent \$2.3 million (56%), while seven other BIDs spent the remaining \$1.7 million, ranging from \$20,930 and \$386,121. Overall, capital improvement expenses for the eight BIDs in FY 2020 represented 2% of BIDs total expenditures. Due to limited information available in SBS' FY20 *Trends Report* on capital improvement expenses among the BIDs, further analysis of these expenses was not performed.

BIDs with More Than One Potential Concern

As discussed in earlier sections of this report, the analysis identified four potential financial issues, based on data which was self-reported by each BID. These issues included:

- Recurring deficits (expenses exceeded revenues);
- Low program service expenses when compared to their respective category averages;
- High administrative expenses in comparison to their respective category averages; and
- Higher salaries and compensation to key employees compared to other BIDs.

BIDs experiencing one or more of these matters may face an increased financial concern. For FY 2020, twelve BIDs were identified with one or more of these trends, which include the following:

Recurring Deficits

Hudson Square BID reported recurring deficits in FY 2020 and three prior years.

BID officials said that the information presented in the auditors' report is not accurate because the BID *Trends Report* did not include other funding sources, such as capital reserves and the municipal bond fund, which "together ensured that [the BID] did not incur an operating deficit in any of the years analyzed in the report."

The existence of cash reserves and a municipal bond fund may assist a BID to adjust to deficit, but it does not alter the results of the analysis. Deficits occur when expenses exceed revenue, whether reserves exist or not.

Recurring Deficits and High Administrative Expenses

Flatbush-Nostrand Junction BID reported recurring deficits in FY 2020 and four prior years, and high administrative expenses in comparison to the category average.

BID officials noted that recurring deficits occurred when SBS requested that the BID expend its reserve balance before applying for an assessment increase. With reference to the high administrative expenses, when compared to its peers, the BID's subsequent years' financial statements showed it only incurred approximately 26% in administrative expenses versus industry average over 40%.

Deficits are determined based on whether expenses exceed revenue. The existence of reserves is not reported in the *Trends Report* and was not considered in drafting this report. While the existence of reserves should assist in mitigating risk, auditors continue to recommend that the BID consider the underlying causes of the operational deficit and how best to address it.

Church Avenue BID reported recurring deficits in FY 2020 and one prior year, and high administrative expenses in comparison to the category average.

BID officials stated that the SBS *Trends Report* does not have accurate administrative expenses information because the BID did not allocate certain salaries to program services due to SBS' instructions on how BIDs should submit the financial data. They also noted that, although the BID ended 2019 and 2020 in a deficit, it started each year with reserve funds and has successfully taken steps to increase revenue and decrease administrative costs.

The auditors reiterate their response to the Hudson Square BID above regarding deficits and reserves. The Church Avenue BID was asked to follow up internally on these matters.

Bed-Stuy Gateway BID reported recurring deficits in FY 2020 and two prior years, and high administrative expenses in comparison to the category average.

Officials requested that the BID not be mentioned in this report because there are no financial concerns, and attached documents to its response showing that the BID maintained a "Rainy Day Fund."

However, the BID only provided budget reviews which showed that the BID experienced recurring deficits in 2019 and 2020.

Recurring Deficits and High Salaries

34th Street Partnership BID reported recurring deficits in FY 2020 and four prior years and paid high salaries to its key employees compared to other BIDs.

Officials said that the BID did not incur recurring deficits during FYs 2016, 2018, 2019, and 2020. The BID's submissions of financial data in the annual reports to SBS include debt service on capital improvement bonds, as well as the depreciation of the underlying district improvements, within total expenses. Therefore, they said, total expenses under this basis of reporting are overstated.

However, the majority of the debt service payments are balance sheet items and should not be accounted for in the expenses reported to SBS. In addition, based on the categories of the general and administrative expenses in the SBS *Trends Report*, depreciation should be excluded from the expenditures report to SBS.

Regarding salaries, the BID stated that its directors are “actively involved in the setting of, and have approved, executive compensation of the respective entities,” and that salaries are established using comparability data, including the compensation for similar positions in large BIDs, park conservancies, and other large not-for-profit entities.

It should be noted, however, that although the BID may have reviewed the salaries of similar-sized entities when establishing compensation, its President splits his time overseeing the operations of two BIDs—34th Street Partnership and Bryant Park—while receiving salaries that are comparable to those of full-time staff at each BID. Therefore, the hourly rate is significantly higher than those with similar titles at other BIDs.

Bryant Park BID reported recurring deficits in two of the five years and paid high salaries to its key employees compared to other BIDs.

The BID said that its two years of operating deficits over a five-year period were not recurring, nor were they indicative of potential financial risk. In FYs 2020 and 2019, nearly 93% of the BID’s revenue came from sources other than BID assessments. Officials went on to state that, despite having deficits in FYs 2016 and 2018, the BID had “more than sufficient assets available to fund those deficits.”

The auditors reiterate their response regarding deficits and reserves (see Hudson Square and Church Avenue BIDs above). The Bryant Park BID was asked to follow up internally on these matters.

Regarding salaries, the BID said that its directors are “actively involved in the setting of, and have approved, executive compensation of the respective entities,” and that salaries are established using comparability data, including the compensation for similar positions in large BIDs, park conservancies, and other large not-for-profit entities.¹⁰

The auditors reiterate their response regarding executive salaries (see 34th Street Partnership BID above).

Times Square Alliance BID reported recurring deficits in three of the five years and paid high salaries or bonuses to its key employees compared to other BIDs.

Officials took issue with the report’s methodology but agreed that the BID had deficits in three of the five years, attributing them to increased minimum wage, healthcare costs, and the City cutting sanitation services during those years, which forced the BID to augment its own sanitation services. The BID also said that it increased public art projects and pedestrian plaza programming, in an “effort to combat negative press coverage about Times Square.”

Regarding high salaries, the BID explained that in 2020, one person’s total compensation consisted of base salary plus a bonus, and that it “benchmarks this individual’s total compensation by comparing the total compensation of the five largest BIDs and, in each case, this individual’s total compensation has always been the lowest of the five.”

High Administrative / Low Program Expenses

SoHo-Broadway Initiative BID reported high administrative expenses and low program service expenses when compared to the category averages.

¹⁰ Bryant Park BID operates under the same management structure as 34th Street Partnership, though they are separate corporate entities.

Officials said that, although some BIDs allocate personnel expenses to program expense categories, this one does not. Because of this, the BID argued that “the Comptroller’s analysis draws inaccurate conclusions about the BID’s program and administrative expenses.” They went on to say that based on audited financial statements, the BID only incurred 20.7% in administrative expenses for the FY 2020.

BIDs are encouraged to seek clarification or guidance from SBS regarding a uniform method of reporting administrative and program expenses.

165th Street Mall BID reported high administrative expenses and low program service expenses when compared to the category averages.

The BID attributed its high administrative expenses and low program service expenses to the following reasons: (1) the BID’s provision of its own sanitation services, because it does not receive services from the Department of Sanitation; (2) the BID’s supplemental responsibilities of minor repairs of the sidewalk bricks; and (3) the higher-than-usual costs of general liability insurance, due to the use of bricks as paving material, which makes the BID vulnerable to lawsuits.

Jamaica Center BID reported high administrative expenses and low program service expenses when compared to the category averages.

Officials explained that the BID’s high administrative expenses and low program service expenses were due to “an outmoded contract and has been subsequently held to it by SBS,” which makes the BID responsible for supplemental sanitation and sidewalk maintenance of “32 block faces worth of sidewalk bricks it did not install.” As a result, the BID’s sanitation and insurance costs have been higher than costs borne by other BIDs (with the exception of the 165th Street Mall BID). Officials said that the BID has been required to allocate over one-third of its entire budget to pay for the general liability policy and the staff are obligated to spend more time on administration related to managing lawsuits than on program services.

Hudson Yards Hell’s Kitchen Alliance BID reported high administrative expenses and low program service expenses when compared to the category averages.

Officials disputed auditors’ claims that the BID had high administrative expenses and low program service expenses, arguing that “the report incorrectly assumes all staff costs are administrative,” and that it employs three full-time field staff whose jobs are “100% programmatic.” The BID said that these salaries were lumped under administrative costs.

Additionally, officials said the report did not take capital expenses into account and neglected to include \$204,761 in capital expenses as a program expense. The report also incorrectly allocated some program expenses as administrative expenses.

Auditors reiterate that BIDs should seek clarification or guidance from SBS regarding a uniform method of reporting administrative and program expenses.

Meatpacking District BID reported high administrative expenses and low program service expenses when compared to the category averages.

Officials said that the report relies on inconsistent and inadequate data sets contained in the SBS *Trends Report*, and that the survey SBS sends to BIDs while compiling the report does not adequately account for staff salaries that are “programmatic,” instead lumping them under a

“General & Administrative Expenses category.” This, officials said, “inadvertently made administrative expenses appear much greater than they were because programmatic salaries were incorrectly reported as administrative.”

The BID said that the FY20 SBS *Trends Report* includes data that was inconsistently reported across all BIDs, and that using this financial data for comparison purposes can be both inaccurate and misleading.

However, BIDs should seek clarification or guidance from SBS regarding a uniform method of reporting administrative and program expenses.

RECOMMENDATIONS

As a result of the analysis, the auditors make six recommendations—four recommendations to the Directors of the BIDs and two recommendations to SBS:

- Directors of BIDs with operating deficits should determine whether administrative costs or program services can be reduced, or additional sources of revenue can be found to ensure that deficits do not continue from year to year.
- Directors of BIDs with lower-than-average program service expenses as a percentage of total revenue should determine whether their revenue can support increased services for members.
- Directors of BIDs with higher-than-average administrative expenses as a percentage of total revenue should reduce administrative costs and determine whether the savings can be redirected to increased services for members.
- Directors of BIDs should review proposed salary and compensation increases for officers or key employees thoroughly, especially in cases where (1) the hourly compensations are already significantly higher than other BIDs in the same revenue category, and/or (2) officers or key employees receive compensation from more than one BID.
- SBS should use the information in this report to ensure at each of the relevant BIDs that BID management and Board of Directors address the conditions cited.
- SBS should implement a uniform method of reporting, such as using the audited financial statements which are in conformity with GAAP, for all BIDs when submitting their annual self-reported financial information.

SCOPE OF ANALYSIS

The purpose of this report is to provide a comparative analysis of the overall financial activities of the BIDs. This report is based upon self-reported data from FYs 2016–2020 submitted by each BID to SBS, which is published in the SBS BID Trend Reports for each of those years, along with supplemental data obtained from publicly available BID IRS 990 Forms.

This report compares certain aspects of the 76 BIDs and identifies operational norms and deviations. The report's analyses are based on the financial activities of BIDs receiving City-collected assessments during FY 2020. To perform these analyses, auditors computed the averages for each of the six revenue categories used to group BIDs and compared each of the 76 BIDs to other BIDs of similar total revenue size as shown in the chart below. The results can then be used by BID trustees and management staff to perform their own internal analyses. (See Exhibit B in Appendix I for a list of BIDs by Revenue Category and Borough.)

Comparative Analysis: Categories of BIDs

Category	Total Annual Revenue	# of BIDs
1	Less than \$250,000	13
2	\$250,000 - \$500,000	21
3	\$500,000 - \$1 million	14
4	\$1 million to \$2 million	11
5	\$2 million to \$5 million	9
6	More than \$5 million	8
	Total	76

This report's tables, exhibits, and appendices can be a starting point for BID Board members to identify areas for cost reduction or other appropriate action to ensure financial solvency. No conclusions should be drawn from any single exhibit in this report. For example, even though an exhibit might show that a particular BID's expenses exceeded its revenue, it might not be a problem if the BID has sufficient or high reserves. On the other hand, BIDs incurring high administrative costs relative to other BIDs of a similar size should review their costs carefully and reduce them whenever possible.

The auditors' review was performed in accordance with the City Comptroller's responsibilities under Chapter 5, §93, of the New York City Charter, and under the provisions of agreements between the City and the individual BID.

APPENDIX I

Analysis of BIDs Revenue, Assessment and Borough

Table I: BIDs with More than \$1 Million in Total Revenue FY 2020

Table II: Total Revenue and Assessments of BIDs FY 2020

Table III: Total Revenue and Size of BIDs by Borough FY 2020

Analysis of Operating Surpluses and Deficits

Table IV: FY 2020 Operating Surplus (Deficit) of BIDs by Total Revenue Category

Table V: 18 BIDs with Operating Surpluses for Fiscal Years Ended 2016-2020

Table VI: 14 BIDs with FY 2020 Operating Deficits

Analysis of BID Assessments & Expenses Overall

Table VII: Change in 31 BID Assessments in FY 2020 from FY 2019

Analysis of Program Service Expenses

Table VIII: Average Amount, Percentage of Total Revenue and Percent Range Spent on Program Costs FY 2020

Table IX: Number of BIDs Providing Program Services FY 2020

Table X: BIDs Average Spending on Program Services FY 2020

Table XI: 10 BIDs with Low Program Services Expense-to-Revenue Ratios FY 2020

Analysis of Administrative Expenses

Table XII: BID Spending on Administrative Expenses FY 2020 vs FY 2019

Table XIII: Average Amount, Percentage of Total Revenue and Percent Range Spent on Administrative Costs FY 2020

Table XIV: 20 BIDs with High Administrative Expense-to-Revenue Ratios FY 2020

Table XV: Salaries and Compensation from BIDs FY 2020

Analysis of Total Revenue

Table XVI: FY 2020 Assessments, Total Revenue, Expenses, and Operating Surplus (Deficit)

Table XVII: Summary of 12 BIDs with More than One Potential Financial Matter FY 2020

Table I

BIDs with More than \$1 Million in Total Revenue in Fiscal Year 2020*

<u>BID Name</u>	<u>Revenue**</u>	<u>Assessment</u>
Downtown Alliance	\$23,681,000	\$20,400,000
Bryant Park Corporation	22,262,699	1,600,000
Times Square Alliance	21,904,746	14,347,293
Grand Central Partnership	15,149,443	12,709,372
34th Street Partnership	14,182,517	13,000,000
Garment District	11,005,256	10,900,000
Fifth Avenue Assoc.	6,472,751	6,414,000
MetroTech	5,011,621	4,771,553
Flatiron/23rd Street	3,858,418	3,000,000
East Midtown Partnership	3,500,830	3,500,000
Lincoln Square	3,389,881	2,850,000
Hudson Square	3,326,499	3,200,000
Meatpacking District	3,041,502	2,392,000
Hudson Yards Hell's Kitchen Alliance	2,989,733	2,600,000
Fulton Mall Improvement Assoc.	2,756,703	2,701,350
Union Square Partnership	2,754,543	2,600,000
Madison Avenue	2,331,399	2,022,000
Lower East Side Partnership	1,928,595	1,300,000
Chinatown	1,904,464	1,800,000
Village Alliance	1,581,441	1,400,000
Dumbo Improvement District	1,448,109	1,150,000
Court-Livingston-Schermerhorn	1,404,754	1,400,000
Third Avenue (Bronx)	1,350,574	450,927
47th Street (Diamond District)	1,335,608	900,000
125th Street	1,279,550	1,240,462
Jamaica Center	1,131,381	1,017,500
Fordham Road	1,098,908	1,010,000
SoHo-Broadway Initiative	1,034,077	900,000
Total (28 BIDs)	\$163,117,002	\$121,576,457
Percent of Total	89.6%	88.5%
Add: Total (48 BIDs with less than \$1 Million in Revenue)	\$19,019,781	\$15,861,220
Percent of Total	10%	12%
Total (all 76 BIDs)	<u>\$182,136,783</u>	<u>\$137,437,677</u>
Percent of Total	100%	100%

* This cutoff figure is arbitrary and used for descriptive purposes only.

** The difference between total revenue and assessments consists of revenue from other sources, including contributions, fundraising, grants, programs, and interest.

Table II**Total Revenue and Assessments of BIDs FY 2020**

<u>Total Revenue Category</u>	<u># of BIDs</u>	<u>Total Revenue</u>	<u>Revenue as percent of Citywide Total Revenue</u>	<u>Assessments</u>	<u>Assessments as percent of Category Revenue</u>
Less than \$250,000	13	\$ 2,376,086	1.3%	\$ 2,150,920	90.5%
\$250,00 to \$500,000	21	7,250,022	4.0	6,513,202	89.8
\$500,000 to \$1 million	14	9,393,673	5.2	7,197,098	76.6
\$1 million to \$2 million	11	15,497,461	8.5	12,568,889	81.1
\$2 million to \$5 million	9	27,949,508	15.3	24,865,350	89.0
More than \$5 million	8	119,670,033	65.7	84,142,218	70.3
Total All BIDs	76	\$182,136,783	100.0%	\$137,437,677	75.5%

Table III**Total Revenue and Size of BIDs by Borough FY 2020**

Borough	# of BIDs	Total Revenue	Revenue as percentage of Citywide Revenue	Total Revenue Category					
				Less than \$250,000	\$250,000 to \$500,000	\$500,000 to \$1 million	\$1 million to \$2 million	\$2 million to \$5 million	More than \$5 million
Manhattan	25	\$150,987,631	82.9%	-	2	2	6	8	7
Brooklyn	23	18,285,052	10.0	5	8	6	2	1	1
Queens	13	6,678,610	3.7	1	6	5	1	-	-
Bronx	11	5,468,593	3.0	3	5	1	2	-	-
Staten Island	4	716,897	0.4	4	-	-	-	-	-
Citywide Total	76	\$182,136,783	100.0%	13	21	14	11	9	8

Table IV**Fiscal Year 2020 Operating Surplus (Deficit) of BIDs by Total Revenue Category**

<u>Total Revenue Category</u>	<u># of BIDs</u>	<u>Surplus</u>	<u>Percent of Total BIDs</u>	<u>Deficit</u>	<u>Percent of Total BIDs</u>
Less than \$250,000	13	9	69.2%	4	30.8%
\$250,00 to \$500,000	21*	16	76.2	4	19.0
\$500,000 to \$1 million	14	11	78.6	3	21.4
\$1 million to \$2 million	11	10	90.9	1	9.1
\$2 million to \$5 million	9	8	88.9	1	11.1
More than \$5 million	8	7	87.5	1	12.5
Total	76	61	80.3%	14	18.4%

* One BID did not have surplus/deficit.

Table V**18 BIDs with Operating Surpluses for Fiscal Years Ended 2016-2020**

<u>BID Name</u>	<u>Total Surplus FY 2016- FY 2020</u>	<u>FY 2020</u>	<u>FY 2019</u>	<u>FY 2018</u>	<u>FY 2017</u>	<u>FY 2016</u>
Meatpacking District	\$2,663,202	\$416,970	\$635,641	\$205,671	\$440,627	\$964,293
Lower East Side Partnership	878,237	47,984	10,275	75,705	182,644	561,629
Gateway JFK	818,620	200,520	273,100	345,000	NEW	N/A
Chinatown	731,232	296,271	175,240	146,107	81,093	32,521
Sunset Park	504,773	57,574	21,006	144,584	100,821	180,788
South Shore	282,440	21,259	37,357	66,150	75,505	82,169
Brighton Beach	267,166	33,025	31,408	98,633	32,200	71,900
NoHo NY	255,860	89,049	33,378	39,765	78,958	14,710
125th Street	207,791	16,337	78,096	12,490	17,422	83,446
161st Street	183,423	71,800	27,913	44,710	39,000	0
Morris Park	169,523	66,205	103,318	NEW	N/A	N/A
Fulton (FAB)	154,298	77,733	28,770	20,725	18,540	8,530
Bay Ridge 5th Avenue	141,095	26,207	15,305	5,780	43,576	50,227
Myrtle Avenue (Brooklyn)	108,297	54,120	4,980	20,756	2,802	25,639
Montague Street	99,797	1,876	4,473	31,446	7,203	54,799
82nd Street Partnership	90,042	9,072	16,249	39,298	12,780	12,643
East Brooklyn	87,294	23,143	3,902	172	1,917	58,160
Throggs Neck (New in 2020)	24,660	24,660	NEW	N/A	N/A	N/A

Table VI**14 BIDs with FY 2020 Operating Deficits**

<u>BID Name</u>	<u>Deficit</u>	<u>Total Revenue</u>	2016-2020	
			<u>Total Net Operating Surplus/(Deficit)</u>	<u># of Deficits</u>
Hudson Square	(\$1,828,183)	\$3,326,499	(\$5,143,181)	4
34th Street Partnership	(621,379)	14,182,517	(5,442,585)	5
Bed-Stuy Gateway	(46,334)	742,056	(265,607)	3
Belmont	(33,050)	608,950	180,202	2
Flatbush-Nostrand Junction	(30,998)	205,733	(209,252)	5
Court-Livingston-Schermerhorn	(30,307)	1,404,754	(536,869)	4
Southern Boulevard	(22,361)	244,076	(27,748)	4
New Dorp Lane District	(19,929)	170,919	(15,897)	2
Sutphin Boulevard	(13,594)	273,335	78,826	1
Atlantic Avenue	(12,691)	407,215	10,775	3
Church Avenue	(9,206)	221,224	(5,375)	2
Woodhaven	(4,512)	281,525	35,958	3
Long Island City Partnership	(1,778)	923,433	93,224	1
Grand Street	(422)	369,756	457	2
Total 14 BIDs	(\$2,674,744)	\$23,361,992	(\$11,247,072)	

Table VII
Change in 31 BID Assessments in FY 2020 from FY 2019

<u>Total Revenue Category</u>	<u>FY 2020 Assessments</u>	<u>FY 2019 Assessments</u>	<u>Increase/ (Decrease)</u>
<u>Less than \$250,000</u>			
Throggs Neck (New 2020)	\$200,000	\$0	\$200,000
Graham Avenue	215,000	180,000	35,000
Southern Boulevard	200,000	190,000	10,000
<u>\$250,000 to \$500,000</u>			
Steinway Street	460,000	400,000	60,000
North Flatbush	200,000	150,000	50,000
Grand Street	271,752	226,460	45,292
Westchester Square	387,200	352,000	35,200
Columbus Avenue	428,800	398,800	30,000
Atlantic Avenue	390,000	396,600	(6,600)
<u>\$500,000 to \$1 Million</u>			
NoHo NY	600,000	540,000	60,000
Fulton (FAB)	500,000	450,000	50,000
Long Island City Partnership	908,000	867,000	41,000
Park Slope 5th Avenue	475,000	435,000	40,000
Bay Ridge 5th Avenue	534,000	533,750	250
<u>\$1 to \$2 Million</u>			
Court-Livingston-Schermerhorn	1,400,000	907,020	492,980
Lower East Side	1,300,000	974,000	326,000
Chinatown	1,800,000	1,550,000	250,000
DUMBO Improvement District	1,150,000	1,035,000	115,000
Fordham Road	1,010,000	914,250	95,750
<u>\$2 to \$5 Million</u>			
Hudson Yards/Hell's Kitchen Alliance	2,600,000	1,400,000	1,200,000
Hudson Square	3,200,000	2,500,000	700,000
Fulton Mall Improvement Assoc.	2,701,350	2,004,456	696,894
Flatiron/23rd Street	3,000,000	2,750,000	250,000
Lincoln Square	2,850,000	2,600,000	250,000
Madison Avenue	2,022,000	1,907,000	115,000
Meatpacking	2,392,000	2,300,000	92,000
<u>More than \$5 Million</u>			
Fifth Avenue Assoc.	6,414,000	3,207,000	3,207,000
Garment District	10,900,000	8,800,000	2,100,000
MetroTech	4,771,553	3,827,671	943,882
34th Street Partnership	13,000,000	12,320,000	680,000
Times Square Alliance	14,347,293	13,669,048	678,245
		Total Net Change	<u>\$12,842,893</u>

Table VIII

Average Amount, Percentage of Total Revenue
and Percent Range Spent on Program Costs FY 2020

<u>Total Revenue Category</u>	<u>BIDs</u>	<u>Average Amount</u>	<u>Percent</u>	<u>Percent Range</u>
Less than \$250,000	13	\$92,020	48.7%	21.4 to 72.2%
\$250,000 to \$500,000	21	185,509	53.2	37.0 to 86.7
\$500,000 to \$1 million	14	402,957	57.6	32.9 to 92.4
\$1 million to \$2 million	11	855,962	59.2	33.1 to 86.4
\$2 million to \$5 million	9	2,060,998	65.8	38.4 to 81.8
More than \$5 million	8	11,884,073	76.5	60.4 to 94.3
Overall Average 2020	76	\$1,760,138	58.0%	
Overall Average 2019	75	\$1,765,792	63.0%	

Table IX

Number of BIDs Providing Program Services FY 2020

<u>Total Revenue Category</u>	<u># of BIDS</u>	<u>Sanitation</u>	<u>Marketing</u>	<u>Safety</u>	<u>Streetscape</u>	<u>Other</u>
Less than \$250,000	13	13 (100%)	13 (100%)	3 (23%)	7 (54%)	4 (31%)
\$250,000 to \$500,000	21	21 (100%)	21 (100%)	5 (24%)	12 (57%)	6 (29%)
\$500,000 to \$1 million	14	14 (100%)	14 (100%)	5 (36%)	13 (93%)	5 (36%)
\$1 million to \$2 million	11	11 (100%)	11 (100%)	6 (55%)	8 (73%)	9 (82%)
\$2 million to \$5 million	9	8 (89%)	9 (100%)	7 (78%)	9 (100%)	7 (78%)
More than \$5 million	8	8 (100%)	8 (100%)	8 (100%)	8 (100%)	7 (88%)
Total	76	75 (99%)	76 (100%)	34 (45%)	57 (75%)	38 (50%)

Table X**BIDs Average Spending on Program Services FY 2020**

<u>Total Revenue Category</u>	<u>Sanitation</u>	<u>Marketing</u>	<u>Safety</u>	<u>Streetscape</u>	<u>Other</u>
Less than \$250,000	\$52,871	\$29,660	\$9,067	\$10,173	\$6,237
\$250,000 to \$500,000	106,708	51,291	19,391	37,285	5,557
\$500,000 to \$1 million	222,089	99,029	45,398	46,853	61,934
\$1 million to \$2 million	423,783	173,848	227,154	76,058	96,695
\$2 million to \$5 million	843,247	415,656	481,475	404,288	150,457
More than \$5 million	3,254,920	3,221,640	2,474,034	963,506	2,251,398
Total Expenditures	<u>\$43,484,389</u>	<u>\$34,275,428</u>	<u>\$24,876,662</u>	<u>\$13,082,810</u>	<u>\$18,051,199</u>
Average Amount*	\$579,792	\$450,992	\$731,667	\$229,523	\$475,032

* The average was calculated by dividing the total amount spent by each BID within a revenue category by the number of BIDs that incurred that type of program expenditure. See Table XI above, for the number of BIDs within each revenue category that incurred a specific type of program expenditure.

Table XI**10 BIDs with Low Program Services Expense-to-Revenue Ratios FY 2020**

<u>BID Name</u>	<u>Borough</u>	<u>Category Average</u>	<u>BID</u>	<u>Percentage Deviation from Category Average</u>
<u>Less than \$250,000</u>				
West Shore	Staten Island	50.3%	21.4%	(57.5%)
White Plains Road	Bronx	50.3	33.5	(33.4)
<u>\$250,000 to \$500,000</u>				
161st Street	Bronx	53.7	37.0	(31.2)
165 Street Mall	Queens	53.7	37.3	(30.6)
<u>\$500,000 to \$1 million</u>				
Gateway JFK	Queens	60.1	32.9	(45.3)
<u>\$1 million to \$2 million</u>				
SoHo-Broadway Initiative	Manhattan	60.8	33.1	(45.5)
Third Avenue	Bronx	60.8	40.0	(34.1)
Jamaica Center	Queens	60.8	40.2	(33.8)
<u>\$2 million to \$5 million</u>				
Hudson Yards Hell's Kitchen Alliance	Manhattan	66.4	38.4	(42.1)
Meatpacking District	Manhattan	66.4	45.2	(31.9)

Table XII**BID Spending on Administrative Expenses FY 2020 vs FY 2019**

<u>Type of Expense</u>	<u>FY 2020</u>	<u>Percent of Total</u>	<u>FY 2019</u>	<u>Percent of Total</u>	<u>FY 2019- FY 2020 Percentage Change</u>
Salaries	\$18,944,380	58.0%	\$16,802,132	55.8%	12.7%
Rent and Utilities	4,803,535	14.7	4,268,410	14.2	12.5
Outside Contractors	3,082,712	9.5	3,071,949	10.2	0.4
Insurance	1,851,597	5.7	1,705,055	5.7	8.6
Supplies and Equipment	1,319,244	4.0	1,451,688	4.8	(9.1)
Other Expenses	2,651,875	8.1	2,821,167	9.3	(6.0)
Total	\$32,653,343	100.0%	\$30,120,401	100.0%	8.4%

Table XIII

Average Amount, Percentage of Total Revenue
and Percent Range Spent on Administrative Costs FY 2020

<u>Total Revenue Category</u>	<u>BIDs</u>	<u>Average Amount</u>	<u>Percent</u>	<u>Percent Range</u>
Less than \$250,000	13	\$76,835	42.0%	22.9 to 58.0%
\$250,000 to \$500,000	21	128,624	38.0	6.9 to 55.3
\$500,000 to \$1 million	14	231,413	36.1	7.8 to 53.7
\$1 million to \$2 million	11	427,635	31.7	10.2 to 51.7
\$2 million to \$5 million	9	652,568	21.6	9.5 to 36.1
More than \$5 million	8	1,892,063	14.0	6.3 to 26.1
Overall Average 2020	76	\$429,649	33.0%	
Overall Average 2019	75	\$401,605	32.1%	

Table XIV**20 BIDs with High Administrative Expense-to-Revenue Ratios FY 2020**

<u>BID Name</u>	<u>Borough</u>	<u>Category Average</u>	<u>BID</u>	<u>Percentage Deviation From Category Average</u>
<u>Less than \$250,000</u>				
Church Avenue	Brooklyn	42.0%	58.0%	38.1%
Flatbush-Nostrand Junction	Brooklyn	42.0	56.8	35.2
<u>\$250,000 to \$500,000</u>				
165th Street Mall	Queens	37.3	55.3	48.3
Grand Street	Brooklyn	37.3	53.7	44.1
Woodhaven	Queens	37.3	52.6	41.2
82nd Street Partnership	Queens	37.3	52.1	39.8
Bayside Village	Queens	37.3	51.0	37.0
<u>\$500,000 to \$1 million</u>				
Bed-Stuy Gateway	Brooklyn	34.5	53.7	55.8
Washington Heights	Manhattan	34.5	47.6	38.0
Sunnyside Shines	Queens	34.5	46.9	36.0
Park Slope – 5 th Avenue	Brooklyn	34.5	45.2	31.1
<u>\$1 million to \$2 million</u>				
Jamaica Center	Queens	30.4	51.7	70.5
SoHo Broadway Initiative	Manhattan	30.4	48.3	59.2
Dumbo Improvement District	Brooklyn	30.4	43.5	43.4
125th Street	Manhattan	30.4	42.2	39.0
<u>\$2 million to \$5 million</u>				
Union Square Partnership	Manhattan	21.0	36.1	72.0
Hudson Yards Hell's Kitchen Alliance	Manhattan	21.0	32.0	52.4
Meatpacking District	Manhattan	21.0	31.8	51.4
<u>More than \$5 million</u>				
Garment District	Manhattan	12.6	26.1	106.7
MetroTech	Brooklyn	12.6	19.2	51.6

Table XV**Salaries and Compensation* from BIDs FY 2020**

<u>Total Revenue Category</u>	<u>BIDs</u>	<u># of Officers or Key Employees</u>	<u>Total Salary & Compensation of \$100,000 or More</u>			
			<u>Minimum Total</u>	<u>Maximum Total</u>	<u>Minimum Per Hour</u>	<u>Maximum Per Hour</u>
Less than \$250,000	13	0	N/A	N/A	N/A	N/A
\$250,000 to \$500,000	21	0	N/A	N/A	N/A	N/A
\$500,000 - \$1 million	14	2	\$103,680	\$104,170	\$50	\$57
\$1 million - \$2 million	11	9	100,000	218,538	46	103
\$2 million - \$5 million	9	14	107,500	297,644	48	127
More than \$5 million	8	45	108,458	515,163	47	369
Total	76	70				

* Salaries and compensation did not include compensation or other benefits that were paid by the BIDs or the related organizations.

Table XVI**FY 2020 Assessments, Total Revenue, Expenses, and Operating Surplus (Deficit)**

<u>Total Revenue Category</u>	<u>BIDs</u>	<u>Assessments*</u>	<u>Total Revenue</u>	<u>Total Expenses</u>	<u>Operating Surplus (Deficit)</u>
Less than \$250,000	13	\$2,150,920	\$2,376,086	\$2,216,050	\$160,036
\$250,000 to \$500,000	21	6,513,202	7,250,022	6,596,780	653,242
\$500,000 to \$1 million	14	7,197,098	9,393,673	8,881,182	512,491
\$1 million to \$2 million	11	12,568,889	15,497,461	14,119,566	1,377,895
\$2 million to \$5 million	9	24,865,350	27,949,508	27,161,922	787,586
More than \$5 million	8	84,142,218	119,670,033	111,482,448	8,187,585
Total 2020	76	\$137,437,677	\$182,136,783	\$170,457,948	\$11,678,835
Total 2019	75	\$124,594,784	\$168,836,106	\$166,969,931	\$1,866,175
Year-Over-Year Change	1	\$12,842,893	\$13,300,677	\$3,488,017	\$9,812,660

* Assessments changed from FY 2019 to FY 2020 for 31 BIDs, with three BIDs (Fifth Avenue Assoc., Garment District, and Hudson Yards Hell's Kitchen Alliance) accounting for a total of \$6.5 million (51%) of the net increase. See Table VII earlier in this report for more details.

Table XVII

Summary of 12 BIDs with More than One Potential Financial Matter FY 2020

(Potential Problem Areas Highlighted)

BID Name	Total Revenues	Total Expenses	FY 2020 Surplus (Deficit)	FYs 2016-2020		Low Program Costs	High Admin Costs	High Salaries or Bonus to Key Employees	Increase in Assessment from FY 2019
				# of Deficits	Total Amt of Surpluses (Deficits)				
Flatbush-Nostrand Junction	\$205,733	\$236,731	\$(30,998)	5	\$(209,252)		X		\$0
Church Avenue	221,224	230,430	(9,206)	2	(5,375)		X		0
Bed-Stuy Gateway	742,056	788,390	(46,334)	3	(265,607)		X		0
SoHo-Broadway Initiative	1,034,077	842,284	191,793	2	319,683	X	X		0
165th Street Mall	252,400	233,579	18,821	2	(5,030)*	X	X		0
Hudson Square	3,326,499	5,154,682	(1,828,183)	4	(5,143,181)				700,000
34th Street Partnership	14,182,517	14,803,896	(621,379)	5	(5,442,585)			X	680,000
Times Square Alliance	21,904,746	21,644,309	260,437	3	(2,753,177)			X	678,245
Bryant Park Corporation	22,262,699	21,541,915	720,784	2	(773,188)			X	0
Jamaica Center	1,131,381	1,040,213	91,168	1	49,153	X	X		0
Hudson Yards Hell's Kitchen Alliance	2,989,733	2,311,963	677,770	3	393,228	X	X		1,200,000
Meatpacking District	3,041,502	2,624,532	416,970	0	2,663,202	X	X		92,000

* The operating deficit is considered immaterial; therefore, this has not been highlighted as a potential matter.

APPENDIX II - EXHIBITS

Exhibit A: Schedule Listing All 76 BIDs and Their Fiscal Year 2020 Operating Parameters

Exhibit B: Schedule of BIDs Listed by FY 2020 Revenue Category and Borough

Exhibit C: Schedule of Operating Surpluses (Deficits) FYs 2016-2020

Exhibit D: Schedule of FY 2020 Program Service Expenses

Exhibit E: Schedule of FY 2020 Administrative Expenses

Exhibit F: Schedule of Year-Over-Year Comparison of Revenue & Expenses (FY 2020 vs FY 2019)

Exhibit A: Schedule Listing All 76 BIDs and Their Fiscal Year 2020 Operating Parameters by Revenue Category (Page 1/3)

BID Name:	Borough	Service Area (Linear Ft.)	Individual Businesses	Occupied Storefronts	Vacant Storefronts	Total Storefronts	Revenue From Assessments	Other Revenue	Total Revenue	Program Expenses	Administrative Expenses	Capital Improvements	Total Expenditures	Operating Surplus (Deficit)
TOTAL REVENUE LESS THAN \$250,000														
180th Street	QN	8,150	42	41	1	42	\$75,000	\$0	\$75,000	\$32,012	\$31,365	\$0	\$63,377	\$11,623
White Plains Road	BX	3,610	106	99	7	106	\$110,000	\$0	\$110,000	\$36,900	\$54,616	\$0	\$91,516	\$18,484
East Brooklyn	BK	54,560	262	54	16	70	\$142,500	\$500	\$143,000	\$52,070	\$67,787	\$0	\$119,857	\$23,143
West Shore	SI	26,880	72	*	*	*	\$110,420	\$56,000	\$166,420	\$35,650	\$38,173	\$20,930	\$94,753	\$71,667
New Dorp Lane District	SI	11,884	154	141	13	154	\$135,000	\$35,919	\$170,919	\$123,414	\$67,434	\$0	\$190,848	(\$19,929)
Forest Avenue	SI	8,190	149	134	3	137	\$165,000	\$12,858	\$177,858	\$94,314	\$67,514	\$0	\$161,828	\$16,030
Throggs Neck	BX	15,295	281	208	28	236	\$200,000	\$0	\$200,000	\$87,903	\$87,437	\$0	\$175,340	\$24,660
South Shore	SI	21,950	316	301	15	316	\$185,000	\$16,700	\$201,700	\$118,481	\$61,960	\$0	\$180,441	\$21,259
Flatbush-Nostrand Junction	BK	9,110	200	195	5	200	\$200,000	\$5,733	\$205,733	\$119,803	\$116,928	\$0	\$236,731	(\$30,998)
Church Avenue	BK	7,580	169	155	14	169	\$203,000	\$18,224	\$221,224	\$102,017	\$128,413	\$0	\$230,430	(\$9,206)
Montague Street	BK	3,980	100	84	16	100	\$210,000	\$18,495	\$228,495	\$138,583	\$88,036	\$0	\$226,619	\$1,876
Graham Avenue BID	BK	9,810	160	132	12	144	\$215,000	\$16,661	\$231,661	\$86,822	\$91,051	\$0	\$177,873	\$53,788
Southern Boulevard	BX	<u>6,830</u>	<u>161</u>	<u>148</u>	<u>13</u>	<u>135</u>	<u>\$200,000</u>	<u>\$44,076</u>	<u>\$244,076</u>	<u>\$168,294</u>	<u>\$98,143</u>	<u>\$0</u>	<u>\$266,437</u>	<u>(\$22,361)</u>
CATEGORY TOTAL - 13 BIDs		187,829	2,172	1,692	143	1,809	<u>\$2,150,920</u>	<u>\$225,166</u>	<u>\$2,376,086</u>	<u>\$1,196,263</u>	<u>\$998,857</u>	<u>\$20,930</u>	<u>\$2,216,050</u>	<u>\$160,036</u>
Average							\$165,455	\$17,320	\$182,776	\$92,020	\$76,835		\$170,465	\$12,310
TOTAL REVENUE \$250,000 TO \$500,000														
165th Street Mall	QN	1,740	168	86	6	92	\$250,000	\$2,400	\$252,400	\$94,124	\$139,455	\$0	\$233,579	\$18,821
Brighton Beach	BK	10,530	250	140	5	145	\$220,000	\$42,000	\$262,000	\$153,800	\$75,175	\$0	\$228,975	\$33,025
Bayside Village	QN	6,690	284	157	11	168	\$230,000	\$32,770	\$262,770	\$108,372	\$134,130	\$0	\$242,502	\$20,268
North Flatbush Avenue BID	BK	6,820	143	143	32	175	\$200,000	\$63,608	\$263,608	\$126,271	\$80,552	\$0	\$206,823	\$56,785
Sutphin Boulevard	QN	4,440	140	89	1	90	\$252,000	\$21,335	\$273,335	\$157,599	\$129,330	\$0	\$286,929	(\$13,594)
Woodhaven BID	QN	10,340	348	319	36	355	\$275,000	\$6,525	\$281,525	\$137,919	\$148,118	\$0	\$286,037	(\$4,512)
86th Street Bay Ridge	BK	5,930	159	143	24	167	\$290,000	\$2,007	\$292,007	\$202,888	\$69,970	\$0	\$272,858	\$19,149
82nd Street Partnership	QN	3,460	171	170	20	190	\$254,450	\$41,455	\$295,905	\$132,691	\$154,142	\$0	\$286,833	\$9,072
Sunset Park	BK	11,780	630	550	80	630	\$300,000	\$5,990	\$305,990	\$116,979	\$131,437	\$0	\$248,416	\$57,574
Jerome Gun Hill	BX	8,070	230	210	20	230	\$259,000	\$57,006	\$316,006	\$241,569	\$24,504	\$0	\$266,073	\$49,933
Kingsbridge	BX	13,140	175	175	28	203	\$329,000	\$944	\$329,944	\$164,219	\$140,198	\$0	\$304,417	\$25,527
Grand Street	BK	7,770	153	153	29	182	\$271,752	\$98,004	\$369,756	\$171,608	\$198,570	\$0	\$370,178	(\$422)
Kings Highway	BK	7,680	224	196	28	224	\$350,000	\$27,250	\$377,250	\$205,045	\$146,813	\$0	\$351,858	\$25,392
161st Street	BX	5,220	145	150	2	152	\$240,000	\$144,000	\$384,000	\$142,000	\$170,200	\$0	\$312,200	\$71,800
Westchester Square	BX	9,100	190	163	10	173	\$387,200	\$7,369	\$394,569	\$244,913	\$149,656	\$0	\$394,569	\$0
Flatbush Avenue	BK	7,480	308	264	44	308	\$386,000	\$20,860	\$406,860	\$168,423	\$162,834	\$0	\$331,257	\$75,603
Atlantic Avenue	BK	17,170	338	341	45	386	\$390,000	\$17,215	\$407,215	\$245,264	\$174,642	\$0	\$419,906	(\$12,691)
Columbus-Amsterdam	MN	11,220	215	212	13	217	\$350,000	\$64,437	\$414,437	\$359,360	\$28,801	\$0	\$388,161	\$26,276
Morris Park	BX	15,525	305	288	7	295	\$390,000	\$41,566	\$431,566	\$201,905	\$163,456	\$0	\$365,361	\$66,205
Columbus Avenue	MN	8,010	205	179	22	201	\$428,800	\$30,000	\$458,800	\$198,147	\$170,333	\$0	\$368,480	\$90,320
Seaway Street	QN	<u>9,930</u>	<u>335</u>	<u>240</u>	<u>51</u>	<u>291</u>	<u>\$460,000</u>	<u>\$10,079</u>	<u>\$470,079</u>	<u>\$322,583</u>	<u>\$108,785</u>	<u>\$0</u>	<u>\$431,368</u>	<u>\$38,711</u>
CATEGORY TOTAL - 21 BIDs		182,045	5,116	4,368	514	4,874	<u>\$6,513,202</u>	<u>\$736,820</u>	<u>\$7,250,022</u>	<u>\$3,895,679</u>	<u>\$2,701,101</u>	<u>\$0</u>	<u>\$6,596,780</u>	<u>\$653,242</u>
Average							\$310,152	\$35,087	\$345,239	\$185,509	\$128,624		\$314,132	\$31,107

Exhibit A: Schedule Listing All 76 BIDs and Their Fiscal Year 2020 Operating Parameters by Revenue Category (Page 2/3)

BID Name:	Borough	Service Area (Linear Ft.)	Individual Businesses	Occupied Storefronts	Vacant Storefronts	Total Storefronts	Revenue From Assessments	Other Revenue	Total Revenue	Program Expenses	Administrative Expenses	Capital Improvements	Total Expenditures	Operating Surplus (Deficit)
TOTAL REVENUE \$500,000 TO \$1 MILLION														
GatewayJFK	QN	19,611	600	39	9	48	\$500,000	\$2,750	\$502,750	\$165,186	\$137,044	\$0	\$302,230	\$200,520
Park Slope 5th Avenue	BK	27,630	524	456	68	524	\$475,000	\$31,000	\$506,000	\$272,828	\$228,818	\$0	\$501,646	\$4,354
Pitkin Avenue	BK	12,880	185	185	15	200	\$225,000	\$308,399	\$533,399	\$310,132	\$200,619	\$0	\$510,751	\$22,648
Bay Ridge 5th Avenue	BK	17,210	376	359	17	376	\$534,000	\$20,920	\$554,920	\$337,200	\$191,513	\$0	\$528,713	\$26,207
Washington Heights BID	MN	7,030	248	210	38	248	\$517,422	\$60,800	\$578,222	\$294,700	\$275,190	\$0	\$569,890	\$8,332
Myrtle Avenue (Queens)	QN	16,990	332	332	19	351	\$507,676	\$84,150	\$591,826	\$349,402	\$185,711	\$0	\$535,113	\$56,713
Belmont	BX	27,170	310	310	27	337	\$440,000	\$168,950	\$608,950	\$395,240	\$246,760	\$0	\$642,000	(\$33,050)
NoHo NY	MN	12,570	*	124	28	152	\$600,000	\$21,220	\$621,220	\$267,563	\$264,608	\$0	\$532,171	\$89,049
Sunnyside Shines	QN	18,290	268	268	23	291	\$360,000	\$287,756	\$647,756	\$300,288	\$303,731	\$0	\$604,019	\$43,737
FAB Fulton	BK	20,400	205	205	29	234	\$500,000	\$160,559	\$660,559	\$287,664	\$295,162	\$0	\$582,826	\$77,733
Bed-Stuy Gateway	BK	14,310	372	383	37	419	\$675,000	\$67,056	\$742,056	\$389,626	\$398,764	\$0	\$788,390	(\$46,334)
Long Island City Partnership	QN	25,460	224	175	56	231	\$908,000	\$15,433	\$923,433	\$853,107	\$72,104	\$0	\$925,211	(\$1,778)
Myrtle Avenue (Brooklyn)	BK	15,950	176	180	39	219	\$575,000	\$377,132	\$952,132	\$818,954	\$79,058	\$0	\$898,012	\$54,120
Downtown Flushing Transit Hub	QN	<u>11,110</u>	<u>1,000</u>	<u>500</u>	<u>10</u>	<u>510</u>	<u>\$380,000</u>	<u>\$590,450</u>	<u>\$970,450</u>	<u>\$599,507</u>	<u>\$360,703</u>	<u>\$0</u>	<u>\$960,210</u>	<u>\$10,240</u>
CATEGORY TOTAL - 14 BIDS		246,611	4,820	3,726	415	4,140	<u>\$7,197,098</u>	<u>\$2,196,575</u>	<u>\$9,393,673</u>	<u>\$5,641,397</u>	<u>\$3,239,785</u>	<u>\$0</u>	<u>\$8,881,182</u>	<u>\$512,491</u>
Average							\$514,078	\$156,898	\$670,977	\$402,957	\$231,413		\$634,370	\$36,607
TOTAL REVENUE \$1 TO \$2 MILLION														
SoHo Broadway Initiative	MN	6,960	907	111	47	158	\$900,000	\$134,077	\$1,034,077	\$342,504	\$499,780	\$0	\$842,284	\$191,793
Fordham Road	BX	16,220	326	242	33	275	\$1,010,000	\$88,908	\$1,098,908	\$635,214	\$399,071	\$0	\$1,034,285	\$64,623
Jamaica Center	QN	9,880	420	302	16	318	\$1,017,500	\$113,881	\$1,131,381	\$454,768	\$585,445	\$0	\$1,040,213	\$91,168
125th Street	MN	10,270	154	180	10	190	\$1,240,462	\$39,088	\$1,279,550	\$723,171	\$540,042	\$0	\$1,263,213	\$16,337
47th Street (Diamond District)	MN	1,930	2,600	38	47	85	\$900,000	\$435,608	\$1,335,608	\$1,048,160	\$135,797	\$0	\$1,183,957	\$151,651
Third Avenue (Bronx)	BX	3,450	315	128	9	137	\$450,927	\$899,647	\$1,350,574	\$540,375	\$397,618	\$0	\$937,993	\$412,581
Court-Livingston-Schermerhorn	BK	28,020	215	191	29	220	\$1,400,000	\$4,754	\$1,404,754	\$1,142,270	\$292,791	\$0	\$1,435,061	(\$30,307)
Dumbo Improvement District	BK	36,680	1,300	205	10	215	\$1,150,000	\$298,109	\$1,448,109	\$708,261	\$630,240	\$0	\$1,338,501	\$109,608
Village Alliance	MN	22,750	500	353	73	426	\$1,400,000	\$181,441	\$1,581,441	\$1,366,491	\$188,764	\$0	\$1,555,255	\$26,186
Chinatown	MN	55,560	2,967	1,745	238	1,983	\$1,800,000	\$104,464	\$1,904,464	\$1,137,821	\$470,372	\$0	\$1,608,193	\$296,271
Lower East Side Partnership	MN	<u>10,870</u>	*	*	*	*	<u>\$1,300,000</u>	<u>\$628,595</u>	<u>\$1,928,595</u>	<u>\$1,316,546</u>	<u>\$564,065</u>	<u>\$0</u>	<u>\$1,880,611</u>	<u>\$47,984</u>
CATEGORY TOTAL - 11 BIDS		202,590	9,704	3,495	512	4,007	<u>\$12,568,889</u>	<u>\$2,928,572</u>	<u>\$15,497,461</u>	<u>\$9,415,581</u>	<u>\$4,703,985</u>	<u>\$0</u>	<u>\$14,119,566</u>	<u>\$1,377,895</u>
Average							\$1,142,626	\$266,234	\$1,408,860	\$855,962	\$427,635		\$1,283,597	\$125,263

Exhibit A: Schedule Listing All 76 BIDs and Their Fiscal Year 2020 Operating Parameters by Revenue Category (Page 3/3)

BID Name:	Borough	Service Area (Linear Ft.)	Individual Businesses	Occupied Storefronts	Vacant Storefronts	Total Storefronts	Revenue From Assessments	Other Revenue	Total Revenue	Program Expenses	Administrative Expenses	Capital Improvements	Total Expenditures	Operating Surplus (Deficit)
TOTAL REVENUE \$2 TO \$5 MILLION														
Madison Avenue	MN	27,450	770	474	75	549	\$2,022,000	\$309,399	\$2,331,399	\$1,659,822	\$456,423	\$0	\$2,116,245	\$215,154
Union Square Partnership	MN	22,380	*	830	62	892	\$2,600,000	\$154,543	\$2,754,543	\$1,748,296	\$995,408	\$0	\$2,743,704	\$10,839
Fulton Mall Improvement Asso.	BK	16,300	*	123	27	150	\$2,701,350	\$55,353	\$2,756,703	\$2,000,664	\$484,384	\$0	\$2,485,048	\$271,655
Hudson Yards Hells Kitchen Alliance	MN	46,700	200	120	25	145	\$2,600,000	\$389,733	\$2,989,733	\$1,149,527	\$957,674	\$204,762	\$2,311,963	\$677,770
Meatpacking District	MN	31,420	500	205	48	253	\$2,392,000	\$649,502	\$3,041,502	\$1,374,868	\$967,877	\$281,787	\$2,624,532	\$416,970
Hudson Square	MN	39,012	<1,000	135	32	167	\$3,200,000	\$126,499	\$3,326,499	\$2,472,389	\$429,010	\$2,253,283	\$5,154,682	(\$1,828,183)
Lincoln Square	MN	28,680	250	179	22	201	\$2,850,000	\$539,881	\$3,389,881	\$2,640,305	\$384,950	\$0	\$3,025,255	\$364,626
East Midtown Partnership	MN	49,480	3,000	763	93	856	\$3,500,000	\$830	\$3,500,830	\$2,348,516	\$830,406	\$0	\$3,178,922	\$321,908
Flatiron/23rd Street Partnership	MN	<u>47,610</u>	<u>4,064</u>	<u>560</u>	<u>63</u>	<u>623</u>	<u>\$3,000,000</u>	<u>\$858,418</u>	<u>\$3,858,418</u>	<u>\$3,154,596</u>	<u>\$366,975</u>	<u>\$0</u>	<u>\$3,521,571</u>	<u>\$336,847</u>
CATEGORY TOTAL - 9 BIDs		309,032	8,784	3,389	447	3,836	<u>\$24,865,350</u>	<u>\$3,084,158</u>	<u>\$27,949,508</u>	<u>\$18,548,983</u>	<u>\$5,873,107</u>	<u>\$2,739,832</u>	<u>\$27,161,922</u>	<u>\$787,586</u>
Average							\$2,762,817	\$342,684	\$3,105,501	\$2,060,998	\$652,567		\$3,017,991	\$87,510
TOTAL REVENUE MORE THAN \$5 MILLION (8 BIDs)														
MetroTech	BK	46,200	195	238	25	263	\$4,771,553	\$240,068	\$5,011,621	\$3,455,147	\$961,171	\$0	\$4,416,318	\$595,303
Fifth Avenue Association	MN	22,220	1,300	126	21	147	\$6,414,000	\$58,751	\$6,472,751	\$4,077,110	\$877,286	\$0	\$4,954,396	\$1,518,355
Garment District Alliance	MN	44,000	6,500	804	94	898	\$10,900,000	\$105,256	\$11,005,256	\$6,645,581	\$2,876,911	\$0	\$9,522,492	\$1,482,764
34th Street Partnership	MN	41,110	*	293	56	349	\$13,000,000	\$1,182,517	\$14,182,517	\$13,375,663	\$1,295,996	\$132,237	\$14,803,896	(\$621,379)
Grand Central Partnership	MN	73,960	7,896	828	132	960	\$12,709,372	\$2,440,071	\$15,149,443	\$11,954,356	\$1,797,645	\$386,121	\$14,138,122	\$1,011,321
Times Square Alliance	MN	52,800	1,925	589	52	641	\$14,347,293	\$7,557,453	\$21,904,746	\$18,192,686	\$3,067,586	\$384,037	\$21,644,309	\$260,437
Bryant Park Corporation	MN	9,310	*	59	23	82	\$1,600,000	\$20,662,699	\$22,262,699	\$19,777,542	\$1,393,413	\$370,960	\$21,541,915	\$720,784
Downtown Alliance	MN	<u>121,820</u>	<u>1,065</u>	<u>701</u>	<u>157</u>	<u>858</u>	<u>\$20,400,000</u>	<u>\$3,281,000</u>	<u>\$23,681,000</u>	<u>\$17,594,500</u>	<u>\$2,866,500</u>	<u>\$0</u>	<u>\$20,461,000</u>	<u>\$3,220,000</u>
CATEGORY TOTAL - 8 BIDs		411,420	18,881	3,638	560	4,198	<u>\$84,142,218</u>	<u>\$35,527,815</u>	<u>\$119,670,033</u>	<u>\$95,072,585</u>	<u>\$15,136,508</u>	<u>\$1,273,355</u>	<u>\$111,482,448</u>	<u>\$8,187,585</u>
Average							\$10,517,777	\$4,440,977	\$14,958,754	\$11,884,073	\$1,892,064		\$13,935,306	\$1,023,448
GRAND TOTAL - 76 BIDs		1,539,527	49,477	20,308	2,591	22,864	\$137,437,677	\$44,699,106	\$182,136,783	\$133,770,488	\$32,653,343	\$4,034,117	\$170,457,948	\$11,678,835

Note: All data shown is self reported by the BIDs.

* = This information is not publically provided or is unknown.

Source: FY 2020 NYC Business Improvement District Trends Report issued by the NYC Department of Small Business Services.

Exhibit B: Schedule of BIDs Listed by 2020 Revenue Category and Borough

BOROUGH	REVENUE CATEGORY						# of BIDs	Total Revenue
	1	2	3	4	5	6		
Manhattan	-	2	2	6	8	7	25	\$150,987,631
Brooklyn	5	8	6	2	1	1	23	\$18,285,052
Queens	1	6	5	1	-	-	13	\$6,678,610
Bronx	3	5	1	2	-	-	11	\$5,468,593
Staten Island	4	-	-	-	-	-	4	\$716,897
TOTALS	13	21	14	11	9	8	76	\$182,136,783

MANHATTAN	CATEGORY	REVENUE
Columbus-Amsterdam	2	\$414,437
Columbus Avenue	2	\$458,800
Washington Heights	3	\$578,222
NoHo NY	3	\$621,220
SoHo-Broadway Initiative	4	\$1,034,077
125th Street	4	\$1,279,550
47th Street (Diamond District)	4	\$1,335,608
Village Alliance	4	\$1,581,441
Chinatown	4	\$1,904,464
Lower East Side Partnership	4	\$1,928,595
Madison Avenue	5	\$2,331,399
Union Square Partnership	5	\$2,754,543
Hudson Yards Hell's Kitchen Alliance	5	\$2,989,733
Meatpacking District	5	\$3,041,502
Hudson Square	5	\$3,326,499
Lincoln Square	5	\$3,389,881
East Midtown Partnership	5	\$3,500,830
Flatiron/23rd Street	5	\$3,858,418
Fifth Avenue Assoc.	6	\$6,472,751
Garment District	6	\$11,005,256
34th Street Partnership	6	\$14,182,517
Grand Central Partnership	6	\$15,149,443
Times Square Alliance	6	\$21,904,746
Bryant Park Corporation	6	\$22,262,699
Downtown Alliance	6	\$23,681,000
MANHATTAN TOTAL REVENUE		<u>\$150,987,631</u>

BROOKLYN	CATEGORY	REVENUE
East Brooklyn	1	\$143,000
Flatbush-Nostrand Junction	1	\$205,733
Church Avenue	1	\$221,224
Montague Street	1	\$228,495
Graham Avenue	1	\$231,661
Brighton Beach	2	\$262,000
North Flatbush	2	\$263,608
86th Street Bay Ridge	2	\$292,007
Sunset Park	2	\$305,990
Grand Street	2	\$369,756
Kings Highway	2	\$377,250
Flatbush Avenue	2	\$406,860
Atlantic Avenue	2	\$407,215
Park Slope 5th Avenue	3	\$506,000
Pitkin Avenue	3	\$533,399
Bay Ridge 5th Avenue	3	\$554,920
Fulton (FAB)	3	\$660,559
Bed-Stuy Gateway	3	\$742,056
Myrtle Avenue (Brooklyn)	3	\$952,132
Court-Livingston-Schermerhorn	4	\$1,404,754
Dumbo Improvement District	4	\$1,448,109
Fulton Mall Improvement Assoc.	5	\$2,756,703
MetroTech	6	\$5,011,621
BROOKLYN TOTAL REVENUE		<u>\$18,285,052</u>

QUEENS	CATEGORY	REVENUE
180th Street	1	\$75,000
165th Street Mall	2	\$252,400
Bayside Village	2	\$262,770
Sutphin Boulevard	2	\$273,335
Woodhaven	2	\$281,525
82nd Street Partnership	2	\$295,905
Steinway Street	2	\$470,079
GatewayJFK	3	\$502,750
Myrtle Avenue (Queens)	3	\$591,826
Sunnyside Shines	3	\$647,756
Long Island City Partnership	3	\$923,433
Downtown Flushing Transit Hub	3	\$970,450
Jamaica Center	4	\$1,131,381
QUEENS TOTAL REVENUE		<u>\$6,678,610</u>

BRONX	CATEGORY	REVENUE
White Plains Road	1	\$110,000
Throggs Neck (New in 2020)	1	\$200,000
Southern Boulevard	1	\$244,076
Jerome Gun Hill	2	\$316,006
Kingsbridge	2	\$329,944
161st Street	2	\$384,000
Westchester Square	2	\$394,569
Morris Park	2	\$431,566
Belmont	3	\$608,950
Fordham Road	4	\$1,098,908
Third Avenue (Bronx)	4	\$1,350,574
BRONX TOTAL REVENUE		<u>\$5,468,593</u>

STATEN ISLAND	CATEGORY	REVENUE
West Shore	1	\$166,420
New Dorp Lane District	1	\$170,919
Forest Avenue	1	\$177,858
South Shore	1	\$201,700
STATEN ISLAND TOTAL REVENUE		<u>\$716,897</u>

Exhibit C: Schedule of BIDs Operating Surpluses (Deficits) By Revenue Category FYs 2016-2020 (Page 1/3)

BID NAME	Surplus (Deficit)						
	2016-2020		Annual				
	# of Deficits	Net Total	2020	2019	2018	2017	2016
TOTAL REVENUE UP TO \$250,000 (13 BIDs)							
180th Street	1	\$27,025	\$11,623	\$4,532	\$7,760	(\$2,158)	\$5,268
White Plains Road	1	\$56,767	\$18,484	\$13,117	\$14,200	\$15,581	(\$4,615)
East Brooklyn	0	\$87,294	\$23,143	\$3,902	\$172	\$1,917	\$58,160
West Shore	1	\$93,242	\$71,667	(\$8,602)	\$17,070	\$13,107	\$0
New Dorp Lane District	2	(\$15,897)	(\$19,929)	\$21,032	(\$17,000)	NEW	
Forest Avenue	1	\$32,106	\$16,030	\$3,067	\$17,968	(\$7,280)	\$2,321
Throggs Neck (New in 2020)	0	\$24,660	\$24,660	NEW			
South Shore	0	\$282,440	\$21,259	\$37,357	\$66,150	\$75,505	\$82,169
Flatbush-Nostrand Junction	5	(\$209,252)	(\$30,998)	(\$44,300)	(\$88,616)	(\$13,000)	(\$32,338)
Church Avenue	2	(\$5,375)	(\$9,206)	(\$10,868)	\$7,933	\$4,485	\$2,281
Montague Street	0	\$99,797	\$1,876	\$4,473	\$31,446	\$7,203	\$54,799
Graham Avenue	2	\$11,748	\$53,788	\$20,630	\$18,493	(\$57,009)	(\$24,154)
Southern Boulevard	4	(\$27,748)	(\$22,361)	(\$5,810)	(\$3,443)	\$9,121	(\$5,255)
TOTAL UP TO \$250,000 CATEGORY		\$456,807	\$160,036	\$38,530	\$72,133	\$47,472	\$138,636
TOTAL REVENUE \$250,000 TO \$500,000 (21 BIDs)							
165th Street Mall	2	(\$5,030)	\$18,821	\$6,699	\$645	(\$12,175)	(\$19,020)
Brighton Beach	0	\$267,166	\$33,025	\$31,408	\$98,633	\$32,200	\$71,900
Bayside Village	1	\$114,120	\$20,268	\$64,404	\$25,210	\$27,887	(\$23,649)
North Flatbush	3	(\$29,284)	\$56,785	(\$65,210)	(\$36,397)	\$16,011	(\$473)
Sutphin Boulevard	1	\$78,826	(\$13,594)	\$7,988	\$25,073	\$52,271	\$7,088
Woodhaven	3	\$35,958	(\$4,512)	\$37,065	\$61,923	(\$24,370)	(\$34,148)
86th Street Bay Ridge	1	\$24,239	\$19,149	\$9,074	(\$59,805)	\$28,542	\$27,279
82nd Street Partnership	0	\$90,042	\$9,072	\$16,249	\$39,298	\$12,780	\$12,643
Sunset Park	0	\$504,773	\$57,574	\$21,006	\$144,584	\$100,821	\$180,788
Jerome Gun Hill	2	\$64,533	\$49,933	(\$14,635)	\$28,001	\$5,900	(\$4,666)
Kingsbridge	3	(\$45,483)	\$25,527	\$8,035	(\$6,652)	(\$50,544)	(\$21,849)
Grand Street	2	\$457	(\$422)	\$442	(\$14,864)	\$113	\$15,188
Kings Highway	1	\$41,357	\$25,392	(\$6,072)	\$14,148	\$0	\$7,889
161st Street	0	\$183,423	\$71,800	\$27,913	\$44,710	\$39,000	\$0
Westchester Square	2	\$255,965	\$0	\$273,615	\$26,484	(\$15,764)	(\$28,370)
Flatbush Avenue	4	\$26,743	\$75,603	(\$1,912)	(\$26,493)	(\$12,030)	(\$8,425)
Atlantic Avenue	3	\$10,775	(\$12,691)	\$88,964	\$36,993	(\$65,633)	(\$36,858)
Columbus-Amsterdam	1	\$178,554	\$26,276	(\$6,137)	\$49,699	\$57,120	\$51,596
Morris Park	0	\$169,523	\$66,205	\$103,318	NEW		
Columbus Avenue	3	(\$43,534)	\$90,320	(\$59,886)	(\$18,800)	\$15,487	(\$70,655)
Steinway Street	1	\$54,907	\$38,711	(\$979)	\$0	\$0	\$17,175
TOTAL \$250,000 TO \$500,000 CATEGORY		\$1,978,030	\$653,242	\$541,349	\$432,390	\$207,616	\$143,433

Exhibit C: Schedule of BIDs Operating Surpluses (Deficits) By Revenue Category FYs 2016-2020 (Page 2/3)

BID NAME	Surplus (Deficit)						
	2016-2020		Annual				
	# of Deficits	Net Total	2020	2019	2018	2017	2016
TOTAL REVENUE \$500,000 TO \$1 MILLION (14 BIDs)							
GatewayJFK	0	\$818,620	\$200,520	\$273,100	\$345,000	NEW	
Park Slope 5th Avenue	2	\$20,420	\$4,354	\$56,321	(\$43,541)	(\$3,770)	\$7,056
Pitkin Avenue	3	\$238,197	\$22,648	\$241,639	(\$6,401)	(\$1,765)	(\$17,924)
Bay Ridge 5th Avenue	0	\$141,095	\$26,207	\$15,305	\$5,780	\$43,576	\$50,227
Washington Heights	1	\$136,419	\$8,332	\$38,812	\$28,558	(\$25)	\$60,742
Myrtle Avenue (Queens)	1	\$81,632	\$56,713	\$22,385	\$16,673	(\$33,210)	\$19,071
Belmont	2	\$180,202	(\$33,050)	(\$16,171)	\$16,864	\$81,277	\$131,282
NoHo NY	0	\$255,860	\$89,049	\$33,378	\$39,765	\$78,958	\$14,710
Sunnyside Shines	1	\$85,795	\$43,737	\$15,256	(\$600)	\$16,049	\$11,353
Fulton (FAB)	0	\$154,298	\$77,733	\$28,770	\$20,725	\$18,540	\$8,530
Bed-Stuy Gateway	3	(\$265,607)	(\$46,334)	(\$220,257)	(\$97,512)	\$92,169	\$6,327
Long Island City Partnership	1	\$93,224	(\$1,778)	\$14,917	\$49,461	\$26,593	\$4,031
Myrtle Avenue (Brooklyn)	0	\$108,297	\$54,120	\$4,980	\$20,756	\$2,802	\$25,639
Downtown Flushing Transit Hub	3	(\$57,916)	\$10,240	(\$22,309)	(\$57,042)	(\$12,554)	\$23,749
TOTAL \$500,000 TO \$1 MILLION CATEG DRY		\$1,990,536	\$512,491	\$486,126	\$338,486	\$308,640	\$344,793
TOTAL REVENUE \$1 TO \$2 MILLION (11 BIDs)							
SoHo-Broadway Initiative	2	319,683	\$191,793	\$224,284	(\$116,174)	(\$33,932)	\$53,712
Fordham Road	3	(\$117,923)	\$64,623	\$64,227	(\$150,050)	(\$13,901)	(\$82,822)
Jamaica Center	1	\$49,153	\$91,168	\$23,046	\$31,298	\$12,195	(\$108,554)
125th Street	0	\$207,791	\$16,337	\$78,096	\$12,490	\$17,422	\$83,446
47th Street (Diamond District)	3	\$224,864	\$151,651	\$210,385	(\$82,096)	(\$36,424)	(\$18,652)
Third Avenue (Bronx)	2	341,876	\$412,581	(\$17,660)	\$12,037	(\$69,328)	\$4,246
Court-Livingston-Schermerhorn	4	(\$36,869)	(\$30,307)	(\$249,353)	(\$102,015)	\$24,350	(\$179,544)
Dumbo Improvement District	1	\$399,766	\$109,608	\$234,878	\$52,937	(\$4,928)	\$7,271
Village Alliance	3	(\$124,334)	\$26,186	\$118,131	(\$3,315)	(\$230,356)	(\$34,980)
Chinatown	0	\$731,232	\$296,271	\$175,240	\$146,107	\$81,093	\$32,521
Lower East Side Partnership	0	\$878,237	\$47,984	\$10,275	\$75,705	\$182,644	\$561,629
TOTAL \$1 TO \$2 MILLION CATEG DRY		\$2,373,476	\$1,377,895	\$871,549	(\$123,076)	(\$71,165)	\$318,273

Exhibit C: Schedule of BIDs Operating Surpluses (Deficits) By Revenue Category FYs 2016-2020 (Page 3/3)

BID NAME	Surplus (Deficit)						
	2016-2020		Annual				
	# of Deficits	Net Total	2020	2019	2018	2017	2016
TOTAL REVENUE \$2 TO \$5 MILLION (9 BIDs)							
Madison Avenue	3	(\$184,473)	\$215,154	\$22,180	(\$65,018)	(\$321,437)	(\$35,352)
Union Square Partnership	4	(\$441,915)	\$10,839	(\$28,243)	(\$132,695)	(\$202,571)	(\$89,245)
Fulton Mall Improvement Assoc.	2	\$388,299	\$271,655	(\$35,860)	(\$97,880)	\$157,453	\$92,931
Hudson Yards Hell's Kitchen Alliance	3	\$393,228	\$677,770	(\$202,023)	\$218,528	(\$150,435)	(\$150,612)
Meatpacking District	0	\$2,663,202	\$416,970	\$635,641	\$205,671	\$440,627	\$964,293
Hudson Square	4	(\$5,143,181)	(\$1,828,183)	\$12,597	(\$1,487,536)	(\$1,213,559)	(\$626,500)
Lincoln Square	2	\$313,632	\$364,626	(\$9,610)	\$35,125	\$17,492	(\$94,001)
East Midtown Partnership	1	\$1,994,862	\$321,908	\$769,688	\$925,656	(\$131,307)	\$108,917
Flatiron/23rd Street	2	\$250,786	\$336,847	\$127,991	(\$278,165)	(\$41,905)	\$106,018
TOTAL \$2 TO \$5 MILLION CATEG DRY		\$234,440	\$787,586	\$1,292,361	(\$676,314)	(\$1,445,642)	\$276,449
TOTAL REVENUE MORE THAN \$5 MILLION (8 BIDs)							
MetroTech	1	\$1,260,960	\$595,303	\$133,940	\$258,041	\$632,197	(\$358,521)
Fifth Avenue Assoc.	2	\$1,524,197	\$1,518,355	(\$124,797)	\$28,654	\$151,878	(\$49,893)
Garment District	2	\$2,692,669	\$1,482,764	(\$202,717)	(\$20,108)	\$316,937	\$1,115,793
34th Street Partnership	5	(\$5,442,585)	(\$621,379)	(\$2,861,363)	(\$1,116,534)	(\$560,380)	(\$282,929)
Grand Central Partnership	1	\$858,533	\$1,011,321	(\$2,085,640)	\$1,062	\$798,090	\$1,133,700
Times Square Alliance	3	(\$2,753,177)	\$260,437	\$287,293	(\$1,318,827)	(\$1,495,330)	(\$486,750)
Bryant Park Corporation	2	(\$773,188)	\$720,784	\$323,044	(\$584,614)	\$265,677	(\$1,498,079)
Downtown Alliance	2	\$4,027,516	\$3,220,000	\$3,166,500	(\$1,201,664)	\$463,471	(\$1,620,791)
TOTAL MORE THAN \$5 MILLION CATEGORY		\$1,394,925	\$8,187,585	(\$1,363,740)	(\$3,953,990)	\$572,540	(\$2,047,470)
TOTALS (76 BIDs)		\$8,428,214	\$11,678,835	\$1,866,175	(\$3,910,371)	(\$380,539)	(\$825,886)

Summary	Total BIDS	76	75	74	72	72
	BIDS w/Operating Deficits	14	24	29	29	31
	Percent	18%	32%	39%	40%	43%
	Total Revenue	\$182,136,783	\$168,836,106	\$154,993,473	\$147,409,180	\$133,879,336
	Total Operating Deficits	(\$2,674,744)	(\$6,300,414)	(\$7,233,857)	(\$4,817,080)	(\$6,049,624)
	Percent	-1.5%	-3.7%	-4.7%	-3.3%	-4.5%

Exhibit D: Schedule of BIDs FY 2020 Program Service Expenses by Revenue Category (Page 1/3)

BID NAME	TOTAL EXPENSES	TOTAL REVENUE	PROGRAM EXPENSES	PERCENT OF TOTAL REVENUE	DEVIATION FROM CATEGORY AVERAGE	SANITATION	MARKETING & PUBLIC EVENTS	PUBLIC SAFETY	STREETSCAPE & BEAUTIFICATION	OTHER SERVICES
TOTAL REVENUE LESS THAN \$250,000 (13 BIDS)										
180th Street	\$63,377	\$75,000	\$32,012	42.7%	-15.2%	\$500	\$560	\$15,202	\$15,750	\$0
White Plains Road	91,516	110,000	36,900	33.5%	-33.4%	31,200	4,700	0	1,000	0
East Brooklyn	119,857	143,000	52,070	36.4%	-27.7%	30,690	1,400	0	0	19,980
West Shore	94,753	166,420	35,650	21.4%	-57.5%	30,000	2,650	0	0	3,000
New Dorp Lane District	190,848	170,919	123,414	72.2%	43.4%	28,089	95,325	0	0	0
Forest Avenue	161,828	177,858	94,314	53.0%	5.3%	52,500	39,574	0	2,240	0
Throggs Neck (New in 2020)	175,340	200,000	87,903	44.0%	-12.7%	69,623	4,239	0	14,040	0
South Shore	180,441	201,700	118,481	58.7%	16.7%	48,650	53,771	6,060	10,000	0
Flatbush-Nostrand Junction	236,731	205,733	119,803	58.2%	15.7%	92,352	26,351	0	0	1,100
Church Avenue	230,430	221,224	102,017	46.1%	-8.4%	64,341	37,676	0	0	0
Montague Street	226,619	228,495	138,583	60.7%	20.5%	66,126	46,116	0	26,340	0
Graham Avenue	177,873	231,661	86,822	37.5%	-25.6%	66,650	19,303	0	0	869
Southern Boulevard	266,437	244,076	168,294	69.0%	37.0%	106,604	53,909	5,939	1,843	0
TOTAL UP TO \$250,000 CATEGORY	\$2,216,050	\$2,376,086	\$1,196,263			\$687,325	\$385,574	\$27,201	\$71,213	\$24,949
Average	\$170,465	\$182,776	\$92,020	50.3%		\$52,871	\$29,660	\$9,067	\$10,173	\$6,237
TOTAL REVENUE \$250,000 TO \$500,000 (21 BIDS)										
165th Street Mall	\$233,579	\$252,400	\$94,124	37.3%	-30.6%	\$68,461	\$25,663	\$0	\$0	\$0
Brighton Beach	228,975	262,000	153,800	58.7%	9.2%	93,200	51,500	0	0	9,100
Bayside Village	242,502	262,770	108,372	41.2%	-23.2%	54,913	47,347	0	6,112	0
North Flatbush	206,823	263,608	126,271	47.9%	-10.9%	63,962	20,249	0	42,060	0
Sutphin Boulevard	286,929	273,335	157,599	57.7%	7.3%	103,792	53,807	0	0	0
Woodhaven	286,037	281,525	137,919	49.0%	-8.8%	77,100	60,819	0	0	0
86th Street Bay Ridge	272,858	292,007	202,888	69.5%	29.3%	142,525	51,848	0	8,515	0
82nd Street Partnership	286,833	295,905	132,691	44.8%	-16.5%	113,646	19,045	0	0	0
Sunset Park	248,416	305,990	116,979	38.2%	-28.9%	56,631	60,348	0	0	0
Jerome Gun Hill	266,073	316,006	241,569	76.4%	42.3%	137,164	71,480	0	31,424	1,500
Kingsbridge	304,417	329,944	164,219	49.8%	-7.4%	116,704	35,784	0	11,731	0
Grand Street	370,178	369,756	171,608	46.4%	-13.6%	79,605	22,383	0	67,850	1,769
Kings Highway	351,858	377,250	205,045	54.4%	1.2%	122,108	73,087	0	0	9,850
161st Street	312,200	384,000	142,000	37.0%	-31.2%	105,000	27,000	0	10,000	0
Westchester Square	394,569	394,569	244,913	62.1%	15.5%	119,180	64,013	56,100	0	5,620
Flatbush Avenue	331,257	406,860	168,423	41.4%	-23.0%	116,351	51,354	718	0	0
Atlantic Avenue	419,906	407,215	245,264	60.2%	12.1%	109,065	101,828	0	34,370	0
Columbus-Amsterdam	388,161	414,437	359,360	86.7%	61.4%	138,344	68,398	28,574	124,044	0
Morris Park	365,361	431,566	201,905	46.8%	-12.9%	135,715	61,502	1,500	3,189	0
Columbus Avenue	368,480	458,800	198,147	43.2%	-19.6%	90,000	57,647	0	45,000	5,500
Steinway Street	431,368	470,079	322,583	68.6%	27.7%	197,400	52,000	10,062	63,121	0
TOTAL \$250,000 TO \$500,000 CATEGORY	\$6,596,780	\$7,250,022	\$3,895,679			\$2,240,866	\$1,077,102	\$96,954	\$447,416	\$33,339
Average	\$314,132	\$345,239	\$185,509	53.7%		\$106,708	\$51,291	\$19,391	\$37,285	\$5,557

Exhibit D: Schedule of BIDs FY 2020 Program Service Expenses by Revenue Category (Page 2/3)

<u>BID NAME</u>	<u>TOTAL EXPENSES</u>	<u>TOTAL REVENUE</u>	<u>PROGRAM EXPENSES</u>	<u>PERCENT OF TOTAL REVENUE</u>	<u>DEVIATION FROM CATEGORY AVERAGE</u>	<u>SANITATION</u>	<u>MARKETING & PUBLIC EVENTS</u>	<u>PUBLIC SAFETY</u>	<u>STREETSCAPE & BEAUTIFICATION</u>	<u>OTHER SERVICES</u>
TOTAL REVENUE \$500,000 TO \$1 MILLION (14 BIDS)										
GatewayJFK	\$302,230	\$502,750	\$165,186	32.9%	-45.3%	\$85,447	\$34,566	\$0	\$4,364	\$40,810
Park Slope 5th Avenue	501,646	506,000	272,828	53.9%	-10.2%	175,100	83,000	0	728	14,000
Pitkin Avenue	510,751	533,399	310,132	58.1%	-3.2%	74,654	98,091	0	137,387	0
Bay Ridge 5th Avenue	528,713	554,920	337,200	60.8%	1.2%	223,391	63,325	37,200	13,285	0
Washington Heights	569,890	578,222	294,700	51.0%	-15.1%	274,300	20,400	0	0	0
Myrtle Avenue (Queens)	535,113	591,826	349,402	59.0%	-1.7%	171,937	162,131	0	15,334	0
Belmont	642,000	608,950	395,240	64.9%	8.1%	71,033	223,383	97,809	3,015	0
NoHo NY	532,171	621,220	267,563	43.1%	-28.3%	244,346	15,279	0	7,938	0
Sunnyside Shines	604,019	647,756	300,288	46.4%	-22.8%	160,044	96,234	0	44,010	0
Fulton (FAB)	582,826	660,559	287,664	43.5%	-27.5%	191,765	86,768	0	9,131	0
Bed-Stuy Gateway	788,390	742,056	389,626	52.5%	-12.6%	286,183	74,302	21,351	6,276	1,514
Long Island City Partnership	925,211	923,433	853,107	92.4%	53.8%	430,885	87,279	67,830	267,113	0
Myrtle Avenue (Brooklyn)	898,012	952,132	818,954	86.0%	43.2%	290,405	239,491	0	94,378	194,680
Downtown Flushing Transit Hub	960,210	970,450	599,507	61.8%	2.9%	429,760	102,158	2,800	6,125	58,664
TOTAL \$500,000 TO \$1 MILLION CATEGORY	\$8,881,182	\$9,393,673	\$5,641,397			\$3,109,250	\$1,386,407	\$226,990	\$609,084	\$309,668
Average	\$634,370	\$670,977	\$402,957	60.1%		\$222,089	\$99,029	\$45,398	\$46,853	\$61,934
TOTAL REVENUE \$1 TO \$2 MILLION (11 BIDS)										
SoHo-Broadway Initiative	\$842,284	\$1,034,077	\$342,504	33.1%	-45.5%	\$313,864	\$9,163	\$190	\$0	\$19,287
Fordham Road	1,034,285	1,098,908	635,214	57.8%	-4.9%	442,360	172,872	0	19,982	0
Jamaica Center	1,040,213	1,131,381	454,768	40.2%	-33.8%	384,017	69,576	0	1,175	0
125th Street	1,263,213	1,279,550	723,171	56.5%	-7.0%	298,556	144,774	202,308	0	77,534
47th Street (Diamond District)	1,183,957	1,335,608	1,048,160	78.5%	29.2%	84,386	79,697	797,134	36,050	50,893
Third Avenue (Bronx)	937,993	1,350,574	540,375	40.0%	-34.1%	256,491	197,364	12,360	34,095	40,065
Court-Livingston-Schermerhorn	1,435,061	1,404,754	1,142,270	81.3%	33.8%	656,614	86,421	159,834	219,702	19,699
Dumbo Improvement District	1,338,501	1,448,109	708,261	48.9%	-19.5%	227,092	324,493	0	34,311	122,365
Village Alliance	1,555,255	1,581,441	1,366,491	86.4%	42.2%	625,325	327,116	191,099	221,801	1,150
Chinatown	1,608,193	1,904,464	1,137,821	59.7%	-1.7%	927,689	183,817	0	0	26,315
Lower East Side Partnership	1,880,611	1,928,595	1,316,546	68.3%	12.4%	445,219	317,030	0	41,347	512,950
TOTAL \$1 TO \$2 MILLION CATEGORY	\$14,119,566	\$15,497,461	\$9,415,581			\$4,661,613	\$1,912,323	\$1,362,925	\$608,463	\$870,258
Average	\$1,283,597	\$1,408,860	\$855,962	60.8%		\$423,783	\$173,848	\$227,154	\$76,058	\$96,695

Exhibit D: Schedule of BIDs FY 2020 Program Service Expenses by Revenue Category (Page 3/3)

BID NAME	TOTAL EXPENSES	TOTAL REVENUE	PROGRAM EXPENSES	PERCENT OF TOTAL REVENUE	DEVIATION FROM CATEGORY AVERAGE	SANITATION	MARKETING & PUBLIC EVENTS	PUBLIC SAFETY	STREETSCAPE & BEAUTIFICATION	OTHER SERVICES
TOTAL REVENUE \$2 TO \$5 MILLION (9 BIDS)										
Madison Avenue	\$2,116,245	\$2,331,399	\$1,659,822	71.2%	7.3%	\$508,286	\$334,391	\$732,787	\$84,358	\$0
Union Square Partnership	2,743,704	2,754,543	1,748,296	63.5%	-4.4%	1,148,242	315,208	0	188,334	96,512
Fulton Mall Improvement Assoc.	2,485,048	2,756,703	2,000,664	72.6%	9.4%	779,507	176,341	602,517	294,526	147,773
Hudson Yards Hell's Kitchen Alliance	2,311,963	2,989,733	1,149,527	38.4%	-42.1%	596,317	117,013	232,953	203,245	0
Meatpacking District	2,624,532	3,041,502	1,374,868	45.2%	-31.9%	413,272	457,286	281,256	130,866	92,187
Hudson Square	5,154,682	3,326,499	2,472,389	74.3%	12.0%	0	723,311	0	1,430,518	318,560
Lincoln Square	3,025,255	3,389,881	2,640,305	77.9%	17.4%	953,273	725,265	517,843	307,686	136,238
East Midtown Partnership	3,178,922	3,500,830	2,348,516	67.1%	1.1%	1,182,012	323,867	472,070	243,761	126,806
Flatiron/23rd Street	3,521,571	3,858,418	3,154,596	81.8%	23.2%	1,165,068	568,218	530,896	755,294	135,120
TOTAL \$2 TO \$5 MILLION CATEGORY	\$27,161,922	\$27,949,508	\$18,548,983			\$6,745,977	\$3,740,900	\$3,370,322	\$3,638,588	\$1,053,196
Average	\$3,017,991	\$3,105,501	\$2,060,998	66.4%		\$843,247	\$415,656	\$481,475	\$404,288	\$150,457
TOTAL REVENUE MORE THAN \$5 MILLION (8 BIDS)										
MetroTech	\$4,416,318	\$5,011,621	\$3,455,147	68.9%	-13.2%	\$1,091,577	\$318,069	\$1,494,209	\$403,517	\$147,775
Fifth Avenue Assoc.	4,954,396	6,472,751	4,077,110	63.0%	-20.7%	729,995	1,250,110	1,711,567	385,438	0
Garment District	9,522,492	11,005,256	6,645,581	60.4%	-24.0%	3,651,120	334,159	1,739,502	746,548	174,252
34th Street Partnership	14,803,896	14,182,517	13,375,663	94.3%	18.7%	3,789,239	412,501	2,601,647	1,930,174	4,642,102
Grand Central Partnership	14,138,122	15,149,443	11,954,356	78.9%	-0.7%	3,946,592	1,058,769	3,029,923	1,574,238	2,344,834
Times Square Alliance	21,644,309	21,904,746	18,192,686	83.1%	4.5%	6,173,802	7,300,781	3,763,766	312,958	641,379
Bryant Park Corporation	21,541,915	22,262,699	19,777,542	88.8%	11.8%	2,206,783	13,117,733	1,329,406	1,542,673	1,580,947
Downtown Alliance	20,461,000	23,681,000	17,594,500	74.3%	-6.5%	4,450,250	1,981,000	4,122,250	812,500	6,228,500
TOTAL MORE THAN \$5 MILLION CATEGORY	\$111,482,448	\$119,670,033	\$95,072,585			\$26,039,358	\$25,773,122	\$19,792,270	\$7,708,046	\$15,759,789
Average	\$13,935,306	\$14,958,754	\$11,884,073	79.4%		\$3,254,920	\$3,221,640	\$2,474,034	\$963,506	\$2,251,398
TOTALS	\$170,457,948	\$182,136,783	\$133,770,488			\$43,484,389	\$34,275,428	\$24,876,662	\$13,082,810	\$18,051,199
Average	\$2,242,868	\$2,396,537	\$1,760,138	73.4%		\$579,792	\$450,992	\$731,667	\$229,523	\$475,032

Exhibit E: Schedule of FY 2020 Administrative Expenses (Page 1/3)

SCHEDULE OF 2020 ADMINISTRATIVE EXPENSES

BID NAME	TOTAL EXPENSES	TOTAL REVENUE	TOTAL ADMINISTRATIVE EXPENSES	PERCENT OF TOTAL REVENUE	DEVIATION FROM CATEGORY AVERAGE	SALARIES	RENT & UTILITIES	OUTSIDE CONTRACTORS	INSURANCE	SUPPLIES & EQUIPMENT	OTHER
<u>TOTAL REVENUE UP TO \$250,000</u> (13 BIDs)											
180th Street	\$63,377	\$75,000	\$31,365	41.8%	-0.5%	\$16,000	\$2,400	\$7,380	\$2,885	-	\$2,700
White Plains Road	91,516	110,000	54,616	49.7%	18.1%	39,833	5,980	6,465	2,088	250	-
East Brooklyn	119,857	143,000	67,787	47.4%	12.8%	55,005	3,500	4,500	1,394	250	3,138
West Shore	94,753	166,420	38,173	22.9%	-45.4%	35,000	-	-	-	-	3,173
New Dorp Lane District	190,848	170,919	67,434	39.5%	-6.1%	50,000	-	3,000	8,582	485	5,367
Forest Avenue	161,828	177,858	67,514	38.0%	-9.7%	-	-	61,600	2,404	-	3,510
Throggs Neck	175,340	200,000	87,438	43.7%	4.0%	53,391	20,570	2,465	3,428	7,569	15
South Shore	180,441	201,700	61,960	30.7%	-26.9%	40,000	3,600	8,120	10,240	-	-
Flatbush-Nostrand Junction	236,731	205,733	116,928	56.8%	35.2%	93,220	-	13,544	3,803	3,304	3,057
Church Avenue	230,430	221,224	128,413	58.0%	38.1%	88,900	6,184	21,593	6,501	824	4,411
Montague Street	226,619	228,495	88,035	38.5%	-8.3%	54,832	12,000	6,081	4,151	6,478	4,493
Graham Avenue BID	177,873	231,661	91,051	39.3%	-6.5%	53,087	22,592	7,533	3,371	2,393	2,075
Southern Boulevard	266,437	244,076	98,143	40.2%	-4.3%	36,182	1,027	58,013	1,278	1,643	-
TOTAL UP TO \$250,000 CATEGORY	\$2,216,050	\$2,376,086	\$998,857			\$615,450	\$77,853	\$200,294	\$50,125	\$23,196	\$31,939
Average	\$170,465	\$182,776	\$76,835	42.0%		\$51,288	\$8,650	\$16,691	\$4,177	\$2,577	\$3,194
<u>TOTAL REVENUE \$250,000- \$500,000</u> (21 BIDs)											
165th Street Mall	\$233,579	\$252,400	\$139,455	55.3%	48.3%	\$64,910	\$13,281	\$11,180	\$43,336	-	\$6,748
Brighton Beach	228,975	262,000	75,175	28.7%	-23.0%	63,900	-	5,400	1,600	275	4,000
Bayside Village	242,502	262,770	134,130	51.0%	37.0%	76,856	8,892	16,469	6,497	4,223	21,193
North Flatbush Avenue	206,823	263,608	80,552	30.6%	-18.0%	-	11,600	48,525	3,777	1,299	15,351
Sutphin Boulevard	286,929	273,335	129,330	47.3%	27.0%	83,341	12,550	18,616	4,265	7,056	3,502
Woodhaven	286,037	281,525	148,118	52.6%	41.2%	91,581	31,759	13,810	2,481	3,923	4,564
86th Street Bay Ridge	272,858	292,007	69,971	24.0%	-35.7%	53,224	7,775	4,250	1,943	735	2,044
82nd Street Partnership	286,833	295,905	154,142	52.1%	39.8%	108,577	18,940	5,325	15,154	1,512	4,634
Sunset Park	248,416	305,990	131,437	43.0%	15.3%	84,468	36,444	-	2,537	3,394	4,594
Jerome Gun Hill	266,073	316,006	24,505	7.8%	-79.2%	15,000	315	2,710	1,157	2,551	2,772
Kingsbridge	304,417	329,944	140,198	42.5%	14.1%	90,492	26,726	10,250	5,435	6,133	1,162
Grand Street	370,178	369,756	198,570	53.7%	44.1%	155,285	17,602	11,503	1,721	7,114	5,345
Kings Highway	351,858	377,250	146,813	38.9%	4.5%	104,095	28,349	4,360	1,991	5,973	2,045
161st Street	312,200	384,000	170,200	44.3%	19.0%	133,000	8,500	18,000	7,500	3,200	-
Westchester Square	394,569	394,569	149,656	37.9%	1.8%	96,664	33,046	-	3,895	-	16,051
Flatbush Avenue	331,257	406,860	162,834	40.0%	7.4%	101,164	6,184	37,115	8,738	5,955	3,678
Atlantic Avenue	419,906	407,215	174,641	42.9%	15.1%	106,836	32,630	6,515	4,862	23,798	-
Columbus-Amsterdam	388,161	414,437	28,801	6.9%	-81.3%	21,700	4,694	949	423	380	655
Morris Park	365,361	431,566	163,456	37.9%	1.7%	90,587	15,145	8,620	3,445	3,571	42,088
Columbus Avenue	368,480	458,800	170,333	37.1%	-0.4%	110,190	10,061	14,610	7,400	1,500	26,572
Steinway Street	431,368	470,079	108,785	23.1%	-37.9%	-	-	100,000	1,200	-	7,585
TOTAL \$250,000 TO \$500,000 CATEGORY	\$6,596,780	\$7,250,022	\$2,701,102			\$1,651,870	\$324,493	\$338,207	\$129,357	\$82,592	\$174,583

Exhibit E: Schedule of FY 2020 Administrative Expenses (Page 2/3)

<u>BID NAME</u>	<u>TOTAL EXPENSES</u>	<u>TOTAL REVENUE</u>	<u>TOTAL ADMINISTRATIVE EXPENSES</u>	<u>PERCENT OF TOTAL REVENUE</u>	<u>DEVIATION FROM CATEGORY AVERAGE</u>	<u>SALARIES</u>	<u>RENT & UTILITIES</u>	<u>OUTSIDE CONTRACTORS</u>	<u>INSURANCE</u>	<u>SUPPLIES & EQUIPMENT</u>	<u>OTHER</u>
<u>TOTAL REVENUE \$500,000 TO \$1 MILLION (14 Bids)</u>											
GatewayJFK	\$302,230	\$502,750	\$137,044	27.3%	-21.0%	\$108,717	\$13,462	-	\$5,120	\$8,422	\$1,323
Park Slope 5th Avenue	501,646	506,000	228,818	45.2%	31.1%	163,000	21,000	33,268	6,000	3,200	2,350
Pitkin Avenue	510,751	533,399	200,619	37.6%	9.1%	155,351	2,938	2,374	30,260	6,381	3,315
Bay Ridge 5th Avenue	528,713	554,920	191,513	34.5%	0.1%	131,500	21,892	6,800	4,115	5,080	22,126
Washington Heights	569,890	578,222	275,190	47.6%	38.0%	138,100	93,900	9,000	15,500	7,690	11,000
Myrtle Avenue (Queens)	535,113	591,826	185,711	31.4%	-9.0%	-	20,517	135,520	23,986	292	5,396
Belmont	642,000	608,950	246,760	40.5%	17.5%	163,978	30,184	21,133	3,913	4,628	22,924
NoHo NY	532,171	621,220	264,608	42.6%	23.5%	158,934	62,314	12,000	3,644	10,605	17,111
Sunnyside Shines	604,019	647,756	303,731	46.9%	36.0%	216,244	36,335	9,325	8,397	17,199	16,231
FAB Fulton	582,826	660,559	295,161	44.7%	29.6%	225,734	51,372	4,750	4,115	8,314	876
Bed-Stuy Gateway	788,390	742,056	398,764	53.7%	55.8%	258,793	26,645	795	48,254	17,220	47,057
Long Island City Partnership	925,211	923,433	72,105	7.8%	-77.4%	44,419	-	17,074	6,182	-	4,430
Myrtle Avenue (Brooklyn)	898,012	952,132	79,058	8.3%	-75.9%	62,860	5,200	900	2,695	903	6,500
Downtown Flushing Transit Hub	960,210	970,450	360,703	37.2%	7.8%	250,325	25,734	29,538	44,663	7,139	3,304
TOTAL \$500,000 TO \$1 MILLION CATEGORY	\$8,881,182	\$9,393,673	\$3,239,785			\$2,077,955	\$411,493	\$282,477	\$206,844	\$97,073	\$163,943
Average	\$634,370	\$670,977	\$231,413	34.5%		\$159,843	\$31,653	\$21,729	\$14,775	\$7,467	\$11,710
<u>TOTAL REVENUE \$1 TO \$2 MILLION (11 Bids)</u>											
SoHo Broadway Initiative	\$842,284	\$1,034,077	\$499,780	48.3%	59.2%	\$389,924	\$36,359	\$44,931	\$5,449	\$1,697	\$21,420
Fordham Road	1,034,285	1,098,908	399,071	36.3%	19.6%	326,070	29,786	17,020	10,985	4,978	10,232
Jamaica Center	1,040,213	1,131,381	585,445	51.7%	70.5%	313,462	46,832	27,560	172,664	9,343	15,584
125th Street	1,263,213	1,279,550	540,043	42.2%	39.0%	345,388	118,989	24,699	25,267	0	25,700
47th Street (Diamond District Partnersh	1,183,957	1,335,608	135,796	10.2%	-66.5%	100,000	1,596	0	12,000	7,000	15,200
Third Avenue (Bronx)	937,993	1,350,574	397,619	29.4%	-3.0%	236,892	73,451	37,934	4,783	4,730	39,829
Court-Livingston-Schermerhorn	1,435,061	1,404,754	292,791	20.8%	-31.3%	109,618	9,723	0	13,222	4,028	156,200
Dumbo Improvement District	1,338,501	1,448,109	630,240	43.5%	43.4%	507,923	39,146	31,822	7,197	23,914	20,238
Village Alliance	1,555,255	1,581,441	188,764	11.9%	-60.7%	70,443	57,392	0	8,022	15,979	36,928
Chinatown	1,608,193	1,904,464	470,372	24.7%	-18.6%	238,169	88,250	78,226	25,463	32,797	7,467
Lower East Side Partnership	1,880,611	1,928,595	564,065	29.2%	-3.6%	97,432	140,305	0	51,998	0	274,330
TOTAL \$1 TO \$2 MILLION CATEGORY	\$14,119,566	\$15,497,461	\$4,703,986			\$2,735,321	\$641,829	\$262,192	\$337,050	\$104,466	\$623,128
Average	\$1,283,597	\$1,408,860	\$427,635	30.4%		\$248,666	\$58,348	\$23,836	\$30,641	\$9,497	\$56,648

Exhibit E: Schedule of FY 2020 Administrative Expenses (Page 3/3)

<u>BID NAME</u>	<u>TOTAL EXPENSES</u>	<u>TOTAL REVENUE</u>	<u>TOTAL ADMINISTRATIVE EXPENSES</u>	<u>PERCENT OF TOTAL REVENUE</u>	<u>DEVIATION FROM CATEGORY AVERAGE</u>	<u>SALARIES</u>	<u>RENT & UTILITIES</u>	<u>OUTSIDE CONTRACTORS</u>	<u>INSURANCE</u>	<u>SUPPLIES & EQUIPMENT</u>	<u>OTHER</u>
<u>TOTAL REVENUE \$2 TO \$5 MILLION (9 Bids)</u>											
Madison Avenue	\$2,116,245	\$2,331,399	\$456,423	19.6%	-6.8%	\$135,577	\$136,086	\$134,157	\$5,250	\$16,535	\$28,818
Union Square Partnership	2,743,704	2,754,543	995,408	36.1%	72.0%	867,981	6,512	42,900	49,765	9,496	18,754
Fulton Mall Improvement Association	2,485,048	2,756,703	484,384	17.6%	-16.4%	198,681	15,780	0	94,858	5,736	169,329
Hudson Yards Hells Kitchen (HYHK) Allianc	2,311,963	2,989,733	957,674	32.0%	52.4%	692,077	73,829	47,934	29,964	76,894	36,976
Meatpacking District	2,624,532	3,041,502	967,878	31.8%	51.4%	547,257	123,337	204,136	36,375	54,271	2,502
Hudson Square	5,154,682	3,326,499	429,010	12.9%	-38.6%	99,565	119,732	107,833	10,348	33,963	57,569
Lincoln Square	3,025,255	3,389,881	384,950	11.4%	-46.0%	141,179	101,645	59,274	12,623	11,844	58,385
East Midtown Partnership	3,178,922	3,500,830	830,406	23.7%	12.9%	515,338	136,062	20,314	85,146	73,546	0
Flatiron/23rd Street Partnership	3,521,571	3,858,418	366,975	9.5%	-54.7%	80,912	134,124	37,489	45,063	3,531	65,856
TOTAL \$2 TO \$5 MILLION CATEGORY	\$27,161,922	\$27,949,508	\$5,873,108			\$3,278,567	\$847,107	\$654,037	\$369,392	\$285,816	\$438,189
Average	\$3,017,991	\$3,105,501	\$652,568	21.0%		\$364,285	\$94,123	\$72,671	\$41,044	\$31,757	\$48,688
<u>TOTAL REVENUE MORE THAN \$5 MILLION (8 Bids)</u>											
MetroTech	\$4,416,318	\$5,011,621	\$961,171	19.2%	51.6%	\$375,958	\$38,318	\$0	\$121,936	\$15,932	\$409,027
Fifth Avenue Association	4,954,396	6,472,751	877,286	13.6%	7.2%	231,755	312,160	11,049	136,414	39,437	146,471
Garment District Alliance	9,522,492	11,005,256	2,876,911	26.1%	106.7%	1,523,515	529,550	525,000	81,922	39,329	177,595
34th Street Partnership	14,803,896	14,182,517	1,295,996	9.1%	-27.8%	918,142	96,207	127,785	80,795	9,605	63,462
Grand Central Partnership	14,138,122	15,149,443	1,797,644	11.9%	-6.2%	1,148,964	388,096	62,668	48,475	23,018	126,423
Times Square Alliance	21,644,309	21,904,746	3,067,586	14.0%	10.7%	1,682,484	516,769	288,544	42,696	537,093	0
Bryant Park Corporation	21,541,915	22,262,699	1,393,413	6.3%	-50.5%	1,001,900	100,661	120,959	113,591	12,687	43,615
Downtown Alliance	20,461,000	23,681,000	2,866,500	12.1%	-4.3%	1,702,500	519,000	209,500	133,000	49,000	253,500
TOTAL MORE THAN \$5 MILLION CATEGORY	\$111,482,448	\$119,670,033	\$15,136,507			\$8,585,218	\$2,500,761	\$1,345,505	\$758,829	\$726,101	\$1,220,093
Average	\$13,935,306	\$14,958,754	\$1,892,063	12.6%		\$1,073,152	\$312,595	\$168,188	\$94,854	\$90,763	\$152,512
TOTALS	\$170,457,948	\$182,136,783	\$32,653,343			\$18,944,380	\$4,803,535	\$3,082,712	\$1,851,597	\$1,319,244	\$2,651,875
Average	\$2,242,868	\$2,396,537	\$429,649	17.9%		\$249,268	\$63,204	\$40,562	\$24,363	\$17,358	\$34,893

Exhibit F: Schedule of Year-Over-Year Comparison of Revenue & Expenses (FY 2020 vs FY 2019) (Page 1/3)

BID NAME	TOTAL REVENUE			TOTAL EXPENSES		
	2020	2019	Percent Change	2020	2019	Percent Change
TOTAL REVENUE UP TO \$250,000 (13 BIDS)						
180th Street	\$75,000	\$75,000	0.0%	\$63,377	\$70,468	-10.1%
White Plains Road	110,000	110,000	0.0%	91,516	96,883	-5.5%
East Brooklyn	143,000	144,800	-1.2%	119,857	140,898	-14.9%
West Shore	166,420	120,467	38.1%	94,753	129,069	-26.6%
New Dorp Lane District	170,919	177,546	-3.7%	190,848	156,514	21.9%
Forest Avenue	177,858	192,690	-7.7%	161,828	189,623	-14.7%
Throggs Neck (New 2020)	200,000	NA	NA	175,340	NA	NA
South Shore	201,700	206,700	-2.4%	180,441	169,343	6.6%
Flatbush-Nostrand Junction	205,733	278,000	-26.0%	236,731	322,300	-26.5%
Church Avenue	221,224	214,991	2.9%	230,430	225,859	2.0%
Montague Street	228,495	218,238	4.7%	226,619	213,765	6.0%
Graham Avenue	231,661	193,559	19.7%	177,873	172,929	2.9%
Southern Boulevard	244,076	209,129	16.7%	266,437	214,939	24.0%
TOTAL UP TO \$250,000 CATEGORY	\$2,376,086	\$2,141,120	11.0%	\$2,216,050	\$2,102,590	5.4%
TOTAL REVENUE \$250,000 TO \$500,000 (21 BIDS)						
165th Street Mall	\$252,400	\$270,400	-6.7%	\$233,579	\$263,701	-11.4%
Brighton Beach	262,000	250,250	4.7%	228,975	218,842	4.6%
Bayside Village	262,770	312,548	-15.9%	242,502	248,144	-2.3%
North Flatbush	263,608	224,098	17.6%	206,823	289,308	-28.5%
Sutphin Boulevard	273,335	272,000	0.5%	286,929	264,012	8.7%
Woodhaven	281,525	275,705	2.1%	286,037	238,640	19.9%
86th Street Bay Ridge	292,007	293,859	-0.6%	272,858	284,785	-4.2%
82nd Street Partnership	295,905	315,069	-6.1%	286,833	298,820	-4.0%
Sunset Park	305,990	300,225	1.9%	248,416	279,219	-11.0%
Jerome Gun Hill	316,006	354,267	-10.8%	266,073	368,902	-27.9%
Kingsbridge	329,944	330,571	-0.2%	304,417	322,536	-5.6%
Grand Street	369,756	372,090	-0.6%	370,178	371,648	-0.4%
Kings Highway	377,250	353,500	6.7%	351,858	359,572	-2.1%
161st Street	384,000	358,000	7.3%	312,200	330,087	-5.4%
Westchester Square	394,569	691,381	-42.9%	394,569	417,766	-5.6%
Flatbush Avenue	406,860	414,243	-1.8%	331,257	416,155	-20.4%
Atlantic Avenue	407,215	499,584	-18.5%	419,906	410,620	2.3%
Columbus-Amsterdam	414,437	360,112	15.1%	388,161	366,249	6.0%
Morris Park	431,566	390,000	10.7%	365,361	286,682	27.4%
Columbus Avenue	458,800	726,789	-36.9%	368,480	786,675	-53.2%
Steinway Street	470,079	460,014	2.2%	431,368	460,993	-6.4%
TOTAL \$250,000 TO \$500,000 CATEGORY	\$7,250,022	\$7,824,705	-7.3%	\$6,596,780	\$7,283,356	-9.4%

Exhibit F: Schedule of Year-Over-Year Comparison of Revenue & Expenses (FY 2020 vs FY 2019) (Page 2/3)

BID NAME	TOTAL REVENUE			TOTAL EXPENSES		
	2020	2019	Percent Change	2020	2019	Percent Change
TOTAL REVENUE \$500,000 TO \$1 MILLION (14 BIDS)						
GatewayJFK	\$502,750	\$500,000	0.6%	\$302,230	\$226,900	33.2%
Park Slope 5th Avenue	506,000	541,351	-6.5%	501,646	485,030	3.4%
Pitkin Avenue	533,399	598,131	-10.8%	510,751	356,492	43.3%
Bay Ridge 5th Avenue	554,920	567,890	-2.3%	528,713	552,585	-4.3%
Washington Heights	578,222	592,222	-2.4%	569,890	553,410	3.0%
Myrtle Avenue (Queens)	591,826	561,167	5.5%	535,113	538,782	-0.7%
Belmont	608,950	666,351	-8.6%	642,000	682,522	-5.9%
NoHo NY	621,220	550,638	12.8%	532,171	517,260	2.9%
Sunnyside Shines	647,756	765,581	-15.4%	604,019	750,325	-19.5%
Fulton (FAB)	660,559	594,346	11.1%	582,826	565,576	3.0%
Bed-Stuy Gateway	742,056	678,600	9.4%	788,390	898,857	-12.3%
Long Island City Partnership	923,433	922,994	0.0%	925,211	908,077	1.9%
Myrtle Avenue (Brooklyn)	952,132	692,467	37.5%	898,012	687,487	30.6%
Downtown Flushing Transit Hub	970,450	991,199	-2.1%	960,210	1,013,508	-5.3%
TOTAL \$500,000 TO \$1 MILLION CATEGORY	\$9,393,673	\$9,222,937	1.9%	\$8,881,182	\$8,736,811	1.7%
TOTAL REVENUE \$1 TO \$2 MILLION (11 BIDS)						
SoHo-Broadway Initiative	\$1,034,077	\$955,718	8.2%	\$842,284	\$731,434	15.2%
Fordham Road	1,098,908	1,047,382	4.9%	1,034,285	983,155	5.2%
Jamaica Center	1,131,381	1,147,102	-1.4%	1,040,213	1,124,056	-7.5%
125th Street	1,279,550	1,272,933	0.5%	1,263,213	1,194,837	5.7%
47th Street (Diamond District)	1,335,608	1,337,476	-0.1%	1,183,957	1,127,091	5.0%
Third Avenue (Bronx)	1,350,574	791,726	70.6%	937,993	809,386	15.9%
Court-Livingston-Schermerhorn	1,404,754	910,091	54.4%	1,435,061	1,159,444	23.8%
Dumbo Improvement District	1,448,109	1,439,415	0.6%	1,338,501	1,204,537	11.1%
Village Alliance	1,581,441	1,690,234	-6.4%	1,555,255	1,572,103	-1.1%
Chinatown	1,904,464	1,671,631	13.9%	1,608,193	1,496,391	7.5%
Lower East Side Partnership	1,928,595	1,629,377	18.4%	1,880,611	1,619,102	16.2%
TOTAL \$1 TO \$2 MILLION CATEGORY	\$15,497,461	\$13,893,085	11.5%	\$14,119,566	\$13,021,536	8.4%

Exhibit F: Schedule of Year-Over-Year Comparison of Revenue & Expenses (FY 2020 vs FY 2019) (Pag 3/3)

BID NAME	TOTAL REVENUE			TOTAL EXPENSES		
	2020	2019	Percent Change	2020	2019	Percent Change
TOTAL REVENUE \$2 TO \$5 MILLION (9 BIDS)						
Madison Avenue	\$2,331,399	\$2,023,065	15.2%	\$2,116,245	\$2,000,885	5.8%
Union Square Partnership	2,754,543	2,632,853	4.6%	2,743,704	2,661,096	3.1%
Fulton Mall Improvement Assoc.	2,756,703	2,076,813	32.7%	2,485,048	2,112,673	17.6%
Hudson Yards Hell's Kitchen Alliance	2,989,733	1,486,601	101.1%	2,311,963	1,688,624	36.9%
Meatpacking District	3,041,502	2,736,434	11.1%	2,624,532	2,100,793	24.9%
Hudson Square	3,326,499	2,555,147	30.2%	5,154,682	2,542,550	102.7%
Lincoln Square	3,389,881	3,002,094	12.9%	3,025,255	3,011,704	0.4%
East Midtown Partnership	3,500,830	3,501,390	0.0%	3,178,922	2,731,702	16.4%
Flatiron/23rd Street	3,858,418	3,490,694	10.5%	3,521,571	3,362,703	4.7%
TOTAL \$2 TO \$5 MILLION CATEGORY	\$27,949,508	\$23,505,091	18.9%	\$27,161,922	\$22,212,730	22.3%
TOTAL REVENUE MORE THAN \$5 MILLION (8 BIDS)						
MetroTech	\$5,011,621	\$4,131,504	21.3%	\$4,416,318	\$3,997,564	10.5%
Fifth Avenue Assoc.	6,472,751	3,230,734	100.3%	4,954,396	3,355,531	47.6%
Garment District	11,005,256	9,005,893	22.2%	9,522,492	9,208,610	3.4%
34th Street Partnership	14,182,517	14,029,638	1.1%	14,803,896	16,891,001	-12.4%
Grand Central Partnership	15,149,443	13,722,533	10.4%	14,138,122	15,808,173	-10.6%
Times Square Alliance	21,904,746	22,526,326	-2.8%	21,644,309	22,239,033	-2.7%
Bryant Park Corporation	22,262,699	21,661,040	2.8%	21,541,915	21,337,996	1.0%
Downtown Alliance	23,681,000	23,941,500	-1.1%	20,461,000	20,775,000	-1.5%
TOTAL MORE THAN \$5 MILLION CATEGORY	\$119,670,033	\$112,249,168	6.6%	\$111,482,448	\$113,612,908	-1.9%
TOTALS	\$182,136,783	\$168,836,106	7.9%	\$170,457,948	\$166,969,931	2.1%



Flatbush Nostrand Junction BID
2900 Bedford Avenue
Boylan Hall #1407
Brooklyn, NY 11210

Amy Man
Audit Manager
Office of the Comptroller
1 Centre Street, Rm 1310
NY, NY 10007
March 10, 2023

Dear Amy,

It was a pleasure meeting with you virtually at the exit conference virtual meeting on Tuesday, March 7 2023.

The concerns were related to a NYC SBS publication that listed the Flatbush Nostrand Junction BID (the BID) as a financial risk, based on the following

- Four years of recurring deficits from FY 2016 – FY 2020
- High administrative expenses (> 50%) in comparison to respective category averages

During the period the BID had a reserve balance that NYC SBS requested the BID use up before applying for an assessment increase to keep up with inflation and higher service expenses. The recurring deficit positions reflect that period. The BID had not had an assessment review since its inception in 2007, and finally had one in FY 2021. FY 2021 and FY 2022 audited financial statements show a positive net income of \$33,667 and \$58,666 respectively (see attached).

With reference to the high administrative expenses compared to its peers, the BID's FY 2021 and FY 2022 financial statements shows an administrative expense position relative to revenue of 26.5% and 25.5% respectively vs. the industry average in excess of 40%.

Please do not hesitate to contact me if you have any questions. I can be reached at (347) 279-6249

Yours Truly,

Kenneth Mbonu
President + Executive Director
Flatbush Nostrand Junction BID

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

FINANCIAL STATEMENTS

AND

INDEPENDENT AUDITOR'S REPORT

JUNE 30, 2021 AND 2020

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

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Statements of Cash Flows	Page 4
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TYRONE ANTHONY SELLERS
Certified Public Accountant

*115-03 Farmers Blvd.
Saint Albans, NY 11412
Tel (718) 341-8770*

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Flatbush Nostrand Junction District Management Association, Inc.
Brooklyn, New York

Report on the Financial Statements

I have audited the accompanying financial statements of Flatbush Nostrand Junction District Management Association, Inc. (the "Organization"), which comprise the statements of financial position as of June 30, 2021 and 2020, and the related statements of activities and change in net assets, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Flatbush Nostrand Junction District Management Association, Inc. as of June 30, 2021 and 2020, and the changes in its net assets and its cash flows for the years ended in conformity with accounting principles generally accepted in the United States of America.



Saint Albans, New York
October 29, 2021

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION. INC.

STATEMENTS OF FINANCIAL POSITION

AS OF JUNE 30, 2021 AND 2020

ASSETS

	<u>2021</u>	<u>2020</u>
<u>Current Assets</u>		
Cash Checking Accounts	\$ 103,211	\$ 3,798
Money Market Accounts	2,763	47,916
Grant Receivable	—	46,497
Prepaid Expense	500	—
Total Current Assets	<u>106,474</u>	<u>98,211</u>
<u>Fixed Assets</u>		
Furniture and Equipment	839	—
Less: Accumulated Depreciation	<u>(10)</u>	<u>—</u>
Net Fixed Assets	<u>829</u>	<u>—</u>
Total Assets	<u>\$ 107,303</u>	<u>\$ 98,211</u>

LIABILITIES AND NET ASSETS

<u>Current Liabilities</u>		
Accounts payable	\$ 13,833	\$ 38,408
<u>Net Assets</u>		
Without donor restrictions	<u>93,470</u>	<u>59,803</u>
Total Liabilities and Net Assets	<u>\$ 107,303</u>	<u>\$ 98,211</u>

The accompanying notes are an integral part of these statements.

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION. INC.
STATEMENTS OF ACTIVITIES AND CHANGE IN NET ASSETS
FOR THE YEARS ENDED JUNE 30, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
<u>Revenues and Other Support</u>		
Assessment Revenue	\$ 350,000	\$ 200,000
Grant Income	—	21,545
Contributions	5,500	—
Other Income	—	6,151
In-Kind Contribution	9,799	9,799
Interest Income	<u>22</u>	<u>68</u>
Total Revenues and Other Support	<u>365,321</u>	<u>237,563</u>
<u>Expenses</u>		
Program Expenses:		
Sanitation	124,018	121,891
Holiday Lighting	15,525	16,050
Program Expenses	2,515	3,956
Special Events	—	10,083
Promotion and Advertising	—	3,193
Website and Hosting	<u>3,582</u>	<u>1,064</u>
Total Program Expenses	<u>145,640</u>	<u>156,237</u>
Management and General Expenses:		
Payroll and payroll taxes	96,885	97,736
Office Expenses	2,724	4,698
Office Facility In-Kind	9,799	9,799
Professional Fees	14,505	27,655
Insurance	9,282	5,011
Travel, Meetings and Related Expenses	3,000	1,153
Dues, Subscriptions & Memberships	2,625	1,532
Bad Debts	46,497	—
Depreciation Expense	10	—
Other Expenses	<u>687</u>	<u>953</u>
Total Management and General Expenses	<u>186,014</u>	<u>148,537</u>
Total Expenses	<u>331,654</u>	<u>304,774</u>
Change in Net Assets	33,667	(67,211)
Net assets without donor restrictions at beginning of year	<u>59,803</u>	<u>127,014</u>
Net assets without donor restrictions at end of year	<u><u>\$ 93,470</u></u>	<u><u>\$ 59,803</u></u>

The accompanying notes are an integral part of this statement.

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JUNE 30, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
<u>Cash Flows From Operating Activities</u>		
Change in net assets	\$ 33,667	\$ (67,211)
<u>Adjustments to reconcile change in net assets to net cash provided by/(used in) operating activities</u>		
Depreciation expense	10	—
Decrease (increase) in operating assets		
Grant receivable	46,497	(3,225)
Prepaid expense	(500)	—
Increase (decrease) in operating liabilities		
Accounts payable	(24,575)	14,495
Net cash provided by/(used in) operating activities	<u>55,099</u>	<u>(55,941)</u>
<u>Cash Flows from Investing Activities</u>		
Purchase of furniture and equipment	<u>(839)</u>	<u>—</u>
Net increase/(decrease) in cash	54,260	(55,941)
Cash balances at beginning of year	<u>51,714</u>	<u>107,655</u>
Cash balances at end of year	<u><u>\$ 105,974</u></u>	<u><u>\$ 51,714</u></u>
Reconciliation of cash reported within the statement of financial position that sum to the total of the same such amounts in the statements of cash flows are as follows:		
Cash Checking Accounts	\$ 103,211	\$ 3,798
Money Market Accounts	2,763	47,916
	<u><u>\$ 105,974</u></u>	<u><u>\$ 51,714</u></u>
<u>Supplemental Information for Cash Flows</u>		
Cash paid for interest	<u>—</u>	<u>—</u>

The accompanying notes are an integral part of these statements.

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021

Note 1 – ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Flatbush Nostrand Junction District Management Association, Inc. (the “Organization”) was formed on January 4, 2007 under Section 402 of the Not-For-Profit Corporation Law of the State of New York. The primary purpose of the Organization is to manage the Flatbush Nostrand Junction Business Improvement District (“BID”), a shopping district surrounding the Flatbush and Nostrand Avenues Junction in the Flatbush section of Brooklyn. The Organization entered into a contract with the City of New York Department of Small Business Services to provide the BID with the following supplemental services: maintenance, holiday and seasonal decorations, district promotion, administration and additional services which the Organization determines useful.

A summary of significant accounting policies of the Organization are as follows.

Basis of Accounting – The accompanying financial statements were prepared on the accrual basis of accounting.

Capitalization and Depreciation – Fixed Assets when purchased are recorded at cost and are capitalized and depreciated over their estimated service lives using the straight-line method of depreciation. The estimated service life of the assets for depreciation purposes may be different from their actual economic useful lives. Fixed Assets purchased with government contracts are expensed in the year purchased.

Income Taxes – The Organization is exempt from federal income taxes under Section 501(c) (3) of the Internal Revenue Code. The Organization has determined that there are no material uncertain tax positions that require recognition or disclosure in the financial statements. Periods ending June 30, 2018 and subsequent remain subject to examination by applicable taxing authorities.

Recent Accounting Pronouncement Adopted – During the year ended June 30, 2018, the Organization adopted the provisions of Accounting Standards Update (“ASU”) No. 2016-14, Not-for-Profit Entities (Topic 958) – *Presentation of Financial Statements of Not-for-Profit Entities*. The update addresses the complexity and understandability of net asset classifications, deficiencies in information about liquidity and availability of resources, and the lack of consistency in the type of information provided about expenses and investment return. The Organization has adjusted the presentation of these statements accordingly. The ASU has been applied retrospectively to all periods presented, except for the liquidity and availability of financial assets note (see Note 2).

In November 2016, the Financial Accounting Standards Board (“FASB”) issued Accounting Standards Update (“ASU”) 2016-18, *Statement of Cash Flows* (Topic 230) to eliminate inconsistencies in its presentation in the statement of cash flows, thereby reducing the diversity in practice. This ASU amended prior guidance on the presentation of restricted cash and now requires that restricted cash and restricted cash equivalents be included with cash and cash equivalents when reconciling the beginning-of-period and end-of-period amounts shown in the statement of cash flows. The ASU also requires an entity to disclose information about the nature of restricted cash, as well as providing a reconciliation of cash, cash equivalents and restricted cash between the balance sheet and the statement of cash flows. ASU 2016-18 was adopted retrospectively during the year ended June 30, 2020. As a result, ending cash and restricted cash as of June 30, 2018 was reported as \$213,649.

Financial Statements – The Organization’s financial statements adhere to the established standards for external financial statements provided by not-for-profit organizations which require that resources be classified for accounting and reporting purposes into two classes of net assets – with donor restrictions and without donor restrictions. All other net assets, including board-designated or appropriated amounts, are reported as part of the without donor restrictions class.

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021

Note 1 – ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES (continued)

Contributions – Contributions are recorded as contributions with donor restrictions or contributions without donor restrictions depending on the existence and/or nature of any donor restrictions. Contributions that are restricted by the donor is reported as an increase in net assets with donor restrictions and then reclassified to net assets without donor restrictions by incurring expenses satisfying the restricted purposes, by occurrence of the passage of time, or other events specified by donors. Donor restricted contributions received and expensed in the same fiscal year are reflected as contributions without donor restrictions.

Cash and Cash Equivalents – The Organization maintains its cash in bank deposit accounts which at times may exceed federally insured limits. Accounts are guaranteed by the Federal Deposit Insurance Corporation (FDIC) up to certain limits. The Organization has not experienced any losses in such accounts. The Organization believes it is not exposed to any significant credit risk on cash. The Organization's money market account is held in a bank deposit account. The fair values of the money market account is considered to be cash and cash equivalent with maturities of three months or less. The money market account is recorded at cost, which approximates market value.

Estimates – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events – Management has reviewed and evaluated all events and transactions from June 30, 2020 through October 29, 2021, the date that the financial statements were available to be issued. The effects of those events and transactions that provide additional pertinent information about conditions that existed at the balance sheet date have been recognized in the accompanying financial statements. In early 2020, the coronavirus that caused COVID-19 to spread to the United States had caused business disruption in the area in which the Organization primarily operates. While the disruption is currently expected to be temporary, there is considerable uncertainty around the duration of this disruption. At this time, the financial impact and duration cannot be reasonably estimated.

Note 2 – LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

The Organization has \$105,974 of financial assets available within 1 year of the balance sheet date to meet cash needs for general expenditure consisting of cash checking accounts of \$103,211, and a money market account of \$2,763. None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. All grant receivables are subject to implied time restrictions but are expected to be collected within one year. The Organization has a goal to maintain financial assets, which consist of cash and/or short-term investments, on hand to meet 90 days of normal operating expenses, which are, on average, approximately \$87,500. The Organization has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021

Note 3 – IN KIND DONATIONS

Donated services, including in-kind donations meeting the criteria for recognition in the financial statements are reflected as in-kind donations at their estimated fair value at the date of receipt. The donated facility space to the Organization is used as occupied office space. The fair value of the donated facility space recognized in the financial statements for the years ended June 30, 2021 and 2020 were \$9,799 and \$9,799, respectively.

Note 4 – ASSESSMENT REVENUE

The Organization entered into a contract with the City of New York acting through its agency, Department of Small Business Services, to provide the BID with the following supplemental services; Sanitation and Maintenance, District Promotion, Administration, and additional services which may be determine useful to the BID. The contract is for a five-year period commencing July 1, 2017 and ending June 30, 2022 and may be renewed for another five years at the sole discretion of the City of New York.

The City of New York (“City”) agreed to pay the Organization all of the proceeds actually collected by the City pursuant to a special assessment levied by the City upon real property within the BID. The assessment collected and received for the fiscal years ended June 30, 2021 and June 30, 2020 were \$350,000 and \$200,000, respectively. The amount due from the City as of June 30, 2021 and June 30, 2020 was \$-0-.

The Organization’s annual assessment was increased from \$200,000 to \$350,000 effective with fiscal year end June 30, 2021.

Note 5 – GRANT INCOME

Grant income for the years ended June 30, 2021 and 2020 consisted of the following:

	<u>2021</u>	<u>2020</u>
NYC Department of Youth and Community Renewal	-0-	\$ 11,545
NYS Department of Economic Development	-0-	10,000
Total	<u>\$ -0-</u>	<u>\$ 21,545</u>

Note 6 – GRANT RECEIVABLE

Grant receivable as of June 30, 2021 and 2020 consisted of the following:

	<u>2021</u>	<u>2020</u>
NYC Department of Youth and Community Renewal	\$ -0-	\$ 2,472
NYC Department of Transportation	497	19,025
NYS Department of Economic Development	10,000	22,000
Health First Corporation	3,000	3,000
	<u>\$ 13,497</u>	<u>\$ 46,497</u>
Less allowance for doubtful accounts	(13,497)	-0-
Net Grant Receivable	<u>\$ -0-</u>	<u>\$ 46,497</u>

TYRONE ANTHONY SELLERS
Certified Public Accountant

FLATBUSH NOSTRAND JUNCTION
DISTRICT MANAGEMENT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021

Note 7 – BAD DEBT EXPENSE

Bad debt expense for the year ended June 30, 2021 represents \$33,000 of actual grant receivable write offs and an additional \$13,497 for an allowance for bad debt expense totaling \$46,497. This amount represents the full grant receivable amount from June 30, 2020, see note 6.

Note 8 – RECURRING LOSSES

The Organization had experienced net losses for the years ended June 30, 2014 through June 30, 2020 as follows:

<u>FYE</u>	<u>Net Loss</u>
6/30/2014	\$ 23,218
6/30/2015	36,044
6/30/2016	72,758
6/30/2017	88,616
6/30/2018	71,023
6/30/2019	56,656
6/30/2020	<u>67,211</u>
Total	<u>\$ 415,526</u>

The Organization was awarded an increase in the annual assessments charged to BID property owners by \$150,000 beginning with fiscal year end June 30, 2021. The increase should allow the Organization to overcome the deficits experienced in previous years.

Note 9 – PROGRAM GRANTS

Certain government and other grants may be subject to audit by the funding sources. No provision has been made for any liabilities which may arise from such audits since the amounts, if any, cannot be determined at this point in time. Disallowances or adjustments, if any, will be reflected in the financial statements in the year of settlement.



March 21, 2023

Maura Hayes-Chaffe
Deputy Comptroller for Audit
One Centre Street
New York, NY 10007

Dear Ms. Hayes-Chaffe,

We welcome the opportunity to respond to the Comptroller's Analysis of the Financial and Operating Practices of Business Improvement Districts, Fiscal Year 2020 ("the analysis"). We appreciate Ms. Man and Ms. Rodriguez-Colon taking the time to discuss the findings as well as the Comptroller's office giving us the opportunity to offer clarifying notes.

We have had the same representative from the Comptroller's office on our board of directors since July 2017 and another representative for most of FY16, and both have excellent records of attending and participating in board and finance committee meetings. It would have been helpful for the Comptroller's office to speak with them in gathering this report since they would have been able to provide clarification on how carefully our finance committee reviews our spending and audits, some of the external challenges we have faced in keeping costs down (like the increase in the minimum wage), and some of the exciting measures we have taken on over the past few years to create a more fiscally efficient and productive organization that is effectively serving our Church Avenue properties and businesses.

We believe that for the Comptroller's office to gather data from the Dept. of Small Business Services' (SBS) annual BID Trends Report and not from our annual audits, which we submit to the Comptroller's office every December, has led to the inaccurate conclusions that were made about the Church Avenue BID. We believe that the information used for this report compared financial data inconsistently. We also feel it is helpful to note the steps the BID has taken since the FY16 - FY20 period that the Comptroller's office is examining to successfully reduce expenses and increase revenue.

1. The findings that our BID had higher than normal administrative vs. programmatic expenses is based on inconsistent comparison data instead of the consistent data (i.e., all BIDs' audits) that the Comptroller's office has in its possession.

The instructions to BIDs on how to submit the financial data to SBS that they use for their annual BID Trends Report (which was part of what the Comptroller's office used for this analysis) indicates that BIDs should allocate 100% of salaries and fringe to the administration budget line. We have followed this guidance even though our audits accurately reflect that a portion of these costs is not administrative but rather, is programmatic. The Comptroller's office should be looking at how our audit distributes staff time (and not the way we're asked to reallocate those figures for the BID

Church Avenue BID & Flatbush Avenue BID Administrative Office
495 Flatbush Avenue, Suite C30, Brooklyn, NY 11225, T: 929-722-6340, F: 718-744-2673
info@churchavenue.org/flatbushavebid1@gmail.com



Trends Report): Our average administrative share, as reflected accurately in our audits, averages 30.85% for FY16 - FY20. (Note that this average 30.85% includes 100% of costs like rent, insurance, etc. to the administrative line.) Church Ave. BID's staff spent roughly 70% of our time during that period doing door-to-door outreach to businesses, monitoring and addressing sanitation issues, working with an architect to develop recommendations for renovation of the Church Ave. B/Q station, creating and launching a Pokemon Go event, and many other projects and events.

To put it in dollars, let's look at the example of our FY17 audit which divides salaries, payroll, and benefits between programmatic (\$60,938) and administrative (\$30,015), equalling \$90,953. When we reported for the SBS Trends Report, we included this entire \$90,953 in the administrative total, resulting in what looks like 59.35% allocation to administrative expenses when the actual amount of salaries allocated to administrative work was correctly reflected in our audit as 30.92%.

Without specific guidance from SBS on how to calculate this administrative total for the BID Trends Report when it conflicts with our audits, our understanding is that different BIDs allocate percentages differently, some including 100% of salaries and fringe as administrative expenses but some allocating a portion of these expenses to non-administrative (programmatic) expenses. To compare the Church Ave. BID's administrative rate from the SBS Trends Report to other BIDs that may be allocating some of these expenses to programmatic expenses is comparing apples to oranges and doesn't give an accurate picture.

2. Although ending 2019 and 2020 in a deficit, the BID started each year with reserve funds (\$79,165 at the start FY19 and \$68,423 at the start of FY20) and also has successfully taken steps to increase revenue and reduce administrative costs, namely increasing our annual assessment, securing an increase in grants, and initiating the upcoming merger with the Flatbush Ave. BID.

- A. Increased Assessment in FY19: In FY17, the BID's board explored different options to increase our annual assessment to make up for increased expenses (which were due to the increases in minimum wage from 2016 - 2018 which raised the cost of the supplemental sanitation we provide to the district, and because our assessment hadn't been raised since 2009) and to provide additional funding to expand our programming. The board considered a 40% increase but ultimately decided on a 7.69% increase to avoid putting further financial strain on small businesses that were also adjusting to keep up with minimum wage increases. The board planned to consider an additional increase several years later but this coincided with the start of COVID which put any consideration of raising the assessment on hold.
- B. Upcoming Merger with the Flatbush Avenue BID Will Result in Economies of Scale: The BID is towards the end of the process of merging with the adjacent Flatbush Ave. BID which is expected to be complete 6/30/23. The two BIDs have been managed jointly since Dec.

Church Avenue BID & Flatbush Avenue BID Administrative Office

495 Flatbush Avenue, Suite C30, Brooklyn, NY 11225, T: 929-722-6340, F: 718-744-2673
info@churchavenue.org/flatbushavebid1@gmail.com



2013 and share an increasing number of expenses. Yet, as two separate nonprofits, the BIDs must complete a substantial amount of paperwork and compliance requirements twice. The merger will free up an estimated 725 hours in staff time and will reduce duplicative activities and costs, like the current need to host a second annual meeting, double insurance policies, etc. for an area that is managed in many ways as one unit.

- C. Surpassed Prior Years of Grant Funding by Securing \$220,000 in Grants in FY23: Current funding for Church Ave. BID includes a three-year Avenue NYC grant from SBS (FY22 - FY24), state funding from Assemblymember Rodneyse Bichotte Hermelyn, discretionary funding from Council Member Rita Joseph, and a Small BID Grant from the city. This year's grants add \$220,000 to our FY23 revenue (compared with the annual total of approximately \$5,000 each year from FY16 - FY20) which is being used to supplement city services in sanitation and graffiti removal, execute neighborhood beautification efforts, provide security services, conduct merchant outreach and organizing, and produce shopper and cultural events.

We would be happy to discuss any of the above comments. I can be reached at
LaurenC@ChurchAvenue.org.

Sincerely,

A handwritten signature in blue ink that reads "Lauren Elvers Collins".

Lauren Elvers Collins
Executive Director

**BEDFORD STUYVESANT GATEWAY BUSINESS IMPROVEMENT DISTRICT
1368 FULTON STREET 3RD FL,
BROOKLYN, NY 11216**

March 17th, 2023

Maura Hayes-Chaffe
Deputy Comptroller for Audit

Dear Mrs. Hayes-Chaffe,

This letter is a follow-up letter to my letter of March 1st, 2023 as well as our BID phone call with the comptroller's office on March 15th, 2023.

Please know that I am reiterating that you remove any mention of the Bedford Stuyvesant Gateway Business Improvement District from your report. You have mistakenly identified the Bed Stuy Gateway BID as having financial concerns.

The attached documentation illustrates that there are NO FINANCIAL CONCERNS with the financial management of our BID. In fact it is the opposite. Our BID should be praised for having prudent financial practices over the years.

The attached documents will show that we built up surpluses over the years as a "Rainy day fund." Your report does not go back far enough to understand this. Your report begins the year that we in fact chose to spend some of those Rainy Day Funds making your examination incomplete.

Again, please remove any mention of our BID from your report. There are no financial concerns at the Bedford Stuyvesant Gateway Business Improvement District.

I request a second "Exit Call" to discuss this back up documentation.

Respectfully submitted,

Noah Katz
Treasurer
Bedford Stuyvesant Gateway Business Improvement District
Noah@psksupermarkets.com
914-667-6400 x1011

Continued on the next page.

**BEDFORD STUYVESANT GATEWAY BUSINESS IMPROVEMENT DISTRICT
1368 FULTON STREET 3RD FL,
BROOKLYN, NY 11216**

Attachments : Please see attached documents

- 2013 Year End Budget showing a \$39,719.00 Surplus
This surplus actually grew to \$45,603.06 after the year was completely finished. (See 2014 sheet)
- 2014 Year End Budget Discussion – Included the following:
Streetscape Maintenance Reserve Fund - \$125,000.00
General Reserve Fund - \$213,743.77
FY-2013 Surplus - \$45,603.06
TOTAL RESERVES - \$384,346.83
Note that surplus were largely generated by reducing STAFF / ADMINISTRATION EXPENSE !!
SEE PAYROLL LINE ON P&L.
- 2015 Budget Discussion showing the following:
\$201,309.00 SURPLUS during 2015.
Over \$90,000.00 in surplus from reducing STAFF / ADMINISTRATION EXPENSE !!
SEE PAYROLL LINE ON P&L.
- 2016 Approved Budget – Showing the following:
\$71,418 was approved from the Surplus Funds from previous years.
- 2017 Approved Budget – Showing the following:
Board approved spending \$90,844 from previous year's surplus.
- 2017 ACTUAL SPENDING REPORT showing the following:
The Bid continued to UNDER SPEND / Cut Back.
In 2017 at our annual budget discussions, the report shows that we TOOK IN \$685,721.03.
The same 2017 actual spending report shows that we spent \$546,329.21 (in 2017).
Therefore, at our annual discussions, we were showing a surplus (again) of \$139,391.82.
See 2017 Two page report with areas circled in RED.
- 2018 Approved Budget showing that we were in fact spending more BUT:
It came from Surplus / Rainy Day Funds.
The Board Chose to spend the Surplus / Rainy Day funds when we approved this budget.
- 2018 Finance Committee Meeting Minutes – March 28th, 2018
These minutes show that by 2018, we had (built up) a Reserve Fund / Rainy Day fund of \$249,620.07 !
We had the funds in a separate bank account that we rarely touched and there because we did not touch this account, the bank was considering closing the account so we took action and moved the funds.
- 2019 Approved Budget Document shows Board approved spending \$218,160 from Surplus Funds.
There was a concern that the surplus funds were building up so high that we needed to use the funds on services for the district. Again, these were funds that were built up OVER YEARS OF PRUDENT SPENDING AND COST SAVING.

BID 2014 Budget Review																			
	Approved (8-16-2012) FY 13 Budget	FY 13 Actual	FY 13 Variance	FY 14 Proposed Assessment Budget	FY 14 Proposed use of Fund Balance & Reserve	FY 14 Total Proposed Budget	% of Assessed Income	YTD Total	Bal Rem.	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Income																			
Assessments	675,000	675,000.00	0%	675,000.00		675,000.00	100.0%	675,000.00											
Spring Fundraising Event (Net Income-estimated)	67,500	750.00	-99%		165,000.00	165,000.00		18,983.69	146,016.31	337,500.00	2,913.69	11,380.00	4,690.00						
Reserve Funding			#DIV/0!		0	0.00													
Total Income	742,500	675,750.00	-9%	675,000.00	165,000.00	840,000.00	100.0%	693,983.69	146,016.31	337,500.00	2,913.69	11,380.00	4,690.00						
Program Assessment Expenses																			
5000 Payroll	181,331	155,630.85	-14%	193,000.00		193,000.00	28.6%	168,030.54	24,969.46	11,590.00	14,826.80	15,328.95	23,025.49	14,813.31	14,667.77	14,604.74	14,793.37	14,793.37	14,793.37
5500 Payroll taxes	18,242	15,173.81	-17%	19,510.00		19,510.00	2.9%	14,925.22	4,584.78	1,175.43	1,520.48	1,362.41	2,472.00	1,322.98	1,389.14	1,287.58	1,098.80	1,098.80	1,098.80
5400&5350 Health Benefits	16,534	13,014.87	-21%	28,528.00		28,528.00	4.2%	17,948.61	10,579.39	574.56	574.56	574.56	717.36	6,586.11	2,931.54	2,944.95	2,944.95	100.02	
5550 Payroll Processing		1,365.40		2,600.00		2,600.00	0.4%	1,766.72	833.28	204.08	188.16	188.16	282.24	193.26	188.16	302.52	220.14		
5405 Copy Machine/Computer Equip		5,500	-12%	5,500.00		5,500.00	0.8%	4,681.98	818.02	266.00	266.00	955.78	266.00	266.00	796.00	266.00	266.00		796.00
5600&5815 Office Supplies		2,500	-18%	2,500.00		2,500.00	0.4%	2,629.97	(129.97)	467.51	237.46		200.00	271.67		321.21	993.52	138.60	
5840 Rent	19,696	21,552.56	9%	20,100.00		20,100.00	3.0%	19,095.30	1,004.70	1,637.17	2,181.89	1,909.53	1,909.53	1,909.53		1,909.53	1,909.53	1,909.53	1,909.53
5950 Insurance	10,500	8,591.00	-18%	10,500.00		10,500.00	1.6%	8,800.75	1,699.25	3,572.00		510.00			1,179.75	2,359.25	1,179.75		
Professional [CPA] Fees	8,000	7,100.00	-11%	8,000.00		8,000.00	1.2%	3,550.00	4,450.00							3,550.00			
Postage/Printing	1,000	262.18	-74%	1,000.00		1,000.00	0.1%	7.28	992.72									7.28	
6400 Data/Telephone/Cell phones	4,200	4,308.80	3%	4,300.00		4,300.00	0.6%	3,222.84	1,077.16	38.00	267.00	566.20	317.91	332.35	36.85	332.62	335.40	334.21	314.98
6250&6350 Transportation [local]	400	179.00	-55%	750.00		750.00	0.1%	358.50	391.50		149.00			130.00		79.50			
5720 Website Maintenance /Bid Wi Fi	4,000	595.00	-85%	500.00	10,000.00	10,500.00	0.1%	1,150.00	9,350.00						150.00	600.00		400.00	
5895 BSRM Management Fee / Accountant	67,500	67,499.94	0%	0.00	10,000.00	10,000.00	0.0%	-	10,000.00										
6000 Project Management Consultant-Lori	28,000	39,923.17	43%	20,000.00		20,000.00	3.0%	20,055.00	(55.00)	1,575.00	5,817.00	6,636.00	2,415.00	1,554.00	1,302.00		756.00		
6850 Staff Training / Conferences	5,000	300.00	-94%	2,500.00		2,500.00	0.4%	2,081.74	418.26			1,500.00		78.99		100.00		206.25	42.50
6950 Subscriptions / Memberships	2,000	2,649.92	32%	2,000.00		2,000.00	0.3%	2,526.33	(526.33)			679.95		100.00		690.88		250.00	
6600 Supplemental Sanitation and Related Services	220,000	209,636.85	-5%	220,000.00		220,000.00	32.6%	185,694.40	34,305.60		18,317.42	18,317.42	18,317.42	18,317.42	18,317.42	18,317.42	19,887.38	18,507.50	18,697.50
Store Front Improvement Grants***	50,000	0.00	-100%	0.00	50,000.00	50,000.00	0.0%	-	50,000.00										
6800 Bid Watch / Cameras ***	15,000	15,507.20	3%	15,000.00		15,000.00	2.2%	12,190.04	2,809.96	84.90	190.75	5,072.85	536.72	248.29	182.85	324.53	3,797.94	146.46	1,259.85
Streetscape Reserve Contribution	0	0.00		0.00		0.00	0.0%	-	-										
Treeguards ***	20,000	0.00	-100%	0.00	20,000.00	20,000.00	0.0%	-	20,000.00										
6960 Fulton Street Festival	1,000	1,000.00	0%	1,000.00		1,000.00	0.1%	-	1,000.00										
6960 Bed-Stuy Alive	1,500	1,500.00	0%	1,500.00		1,500.00	0.2%	1,500.00	-			1,500.00							
6960 Restoration Rocks	1,500	1,500.00	0%	1,500.00		1,500.00	0.2%	-	1,500.00										
6960 79th Precinct National Night	500	500.00	0%	500.00		500.00	0.1%	500.00	-	500.00									
6960 Misc Charitable Request	1,500	1,000.00	-33%	1,500.00		1,500.00	0.2%	300.00	1,200.00										
6000&5900 Marketing/Graphic Design Consultant	25,000	23,571.75	-6%	25,000.00		25,000.00	3.7%	31,504.52	(6,504.52)	774.00	1,717.78	11,447.85	11,203.09		125.00	1,500.00		4,012.00	625.00
5900 Fall/Holiday Shopping Program	3,000	3,000.00	0%	3,000.00		3,000.00	0.4%	842.86	2,157.14						577.86	265.00			
5900 Discount Book/Retail Attraction	5,000	0.00	-100%	12,500.00		12,500.00	1.9%	-	12,500.00										
5900 Promotional Items		0.00	-100%	11,464.00		11,464.00	1.7%	-	11,464.00										
4 Nothing But Networking Events	1,250	0.00	-100%	1,250.00		1,250.00	0.2%	-	1,250.00										
5900 District Map/Brochure/Banners/TV /Print Media	7,500	2,750.00	-63%	7,500.00	60,000.00	67,500.00	1.1%	11,636.00	55,864.00					10,171.00	1,465.00				
Streetscape Ribbon Cutting Event	2,500	0.00	-100%	2,500.00		2,500.00	0.4%	-	2,500.00										
Quarterly Newsletter	1,000	0.00	-100%	1,000.00		1,000.00	0.1%	-	1,000.00										
3 Town Hall Meetings	1,000	0.00	-100%	1,000.00		1,000.00	0.1%	-	1,000.00										
6575 Holiday Lighting	30,000	26,250.00	-13%	30,000.00		30,000.00	4.4%	26,526.67	3,473.33							576.67			25,950.00
6960 BID Youth Apprenticeship/Ambassadors Prg	10,000	0.00	-100%	10,000.00		10,000.00	1.5%	10,000.00	-	10,000.00									
6000 Pedestrian Count Survey	1,498	1,498.00	0%	1,498.00		1,498.00	0.2%	-	1,498.00										
Shopper Survey	1,500	0.00	-100%	1,500.00		1,500.00	0.2%	-	1,500.00										
3 Stakeholder Focus Group Meetings	1,500	0.00	-100%	1,500.00		1,500.00	0.2%	-	1,500.00										
5815 Beautification Signage	1,310	1,310.00	0%	1,500.00		1,500.00	0.2%	-	1,500.00										
5811&5812& Event Meals	1,000	1,400.71	40%	1,000.00		1,000.00	0.1%	1,635.60	(635.60)		378.82	371.35		390.28	150.00	345.15			
7100 Misc	500	728.56	46%	500.00		500.00	0.1%	305.00	195.00		115.00	150.00		40.00					
Total Program Assessment Expenses	778,961	636,030.44	-18%	675,000.00	150,000.00	825,000.00	100.0%	553,465.87	271,534.13	32,458.65	46,748.12	67,070.81	61,662.76	56,725.19	43,459.34	50,577.55	48,282.78	41,515.42	65,876.13
Surplus after program assessment expenses	(36,461)	39,719.56	N/A	0.00	15,000.00	15,000.00	0.0%	603,780.95	688,780.95	305,041.35	(43,834.43)	(55,690.81)	(56,972.76)	(56,725.19)	(43,459.34)	286,922.45	(48,282.78)	(41,515.42)	(65,876.13)
Proposed Reserve Spending Expenses																			
Surplus and Reserves																			
Streetscape Maintenance Reserve Fund	125,000			125,000			8/down 60K	-	20,000.00										
General Reserve Fund	213,744			213,744	Banners	20,000		-	20,000.00						9,521.00				
FY '13 Surplus				45,603	TV	20,000		9,521.00	10,479.00										
Total Reserves and Surplus as of 7/9/13	338,744			384,347	Print Media	20,000		-	20,000.00										

BID Budget Review

Total Program Assessment Expenses	675,000.00	825,000.00	506,838.03	318,161.97	761,906	750,408	683,736
	FY 14 Proposed Budget				FY15 Budget Projections		
	FY 14 Proposed Assessment Budget	FY 14 Total Proposed Budget (YTD Total + Bal Rem.)	YTD Total	Bal Rem.	FY 15 Total Proposed Budget	FY 15 Proposed Budget Moderate	FY 15 Proposed Budget Low
Income							
Assessments	675,000.00	675,000.00	675,000.00	-	675,000	675,000	675,000
Spring Fundraising Event (Net Income-estimated)		165,000.00	18,983.69	146,016.31	40,000	40,000	40,000
SBS Retail Attraction					30,000	30,000	15,000
Councilmember					39,979	39,979	39,979
Toast Reimbursement (Fund from Surplus Acct.)							
Reserve Funding							
Total Income	675,000.00	840,000.00	693,983.69	146,016.31	824,958	784,979	769,979

Program Assessment Expenses							
Payroll	193,000.00	193,000.00	123,650.43	69,349.57	193,000	193,000	193,000
Deputy Director					85,000	85,000	85,000
Payroll Taxes	19,510.00	19,510.00	12,677.49	6,832.51	19,510	19,510	16,282
Health Benefits	28,528.00	28,528.00	17,948.61	10,579.39	28,528	28,528	19,580
Payroll Processing	2,600.00	2,600.00	1,766.72	833.28	2,600	2,600	1,927
Copy Machine/Computer Equip	5,500.00	5,500.00	4,681.98	818.02	5,500	5,500	5,100
Office Supplies	2,500.00	2,500.00	2,629.97	(129.97)	2,630	2,630	2,869
Rent	20,100.00	20,100.00	19,095.30	1,004.70	20,100	20,100	20,832
Insurance	10,500.00	10,500.00	8,800.75	1,699.25	10,500	10,500	9,601
Professional [CPA] Fees	8,000.00	8,000.00	3,550.00	4,450.00	8,000	8,000	3,873
Postage/Printing	1,000.00	1,000.00	7.28	992.72	1,000	1,000	8
Data/Telephone/Cell phones	4,300.00	4,300.00	3,222.84	1,077.16	4,300	4,300	3,516
Transportation [local]	750.00	750.00	358.50	391.50	750	750	391
Website Maintenance [Bid W/ FI]	500.00	10,500.00	1,150.00	9,350.00	1,650	1,650	1,255
BSAC Management Fee / Accountant		10,000.00	-	10,000.00	-	-	-
Project Management Consultant-Lori	20,000.00	20,000.00	20,055.00	(55.00)	-	-	-
Staff Training / Conferences	2,500.00	2,500.00	2,081.74	418.26	2,500	2,500	2,271
Subscriptions / Memberships	2,000.00	2,000.00	2,526.33	(526.33)	2,526	2,526	2,756
Supplemental Sanitation and Related Services	220,000.00	220,000.00	185,694.40	34,305.60	220,000	220,000	202,576
Store Front Improvement Grants***		50,000.00	-	50,000.00	-	-	-
Bid Watch / Cameras***	15,000.00	15,000.00	12,190.04	2,809.96	16,892	16,892	16,892
Streetscape Reserve Contribution		-	-	-	-	-	-
Treeguards***		20,000.00	-	20,000.00	-	-	-
Fulton Street Festival	1,000.00	1,000.00	-	1,000.00	1,000	1,000	1,091
Bed-Stuy Alive	1,500.00	1,500.00	1,500.00	-	1,500	1,500	1,636
Restoration Rocks	1,500.00	1,500.00	-	1,500.00	1,500	1,500	1,636
79th Precinct National Night	500.00	500.00	500.00	-	500	500	545
Misc Charitable Request	1,500.00	1,500.00	300.00	1,200.00	1,500	1,500	327
Marketing/Graphic design consultant	25,000.00	25,000.00	31,504.52	(6,504.52)	25,000	25,000	34,369
Fall/Holiday Shopping Program	3,000.00	3,000.00	842.86	2,157.14	3,000	3,000	919
Discount Book/Retail Attraction	12,500.00	12,500.00	-	12,500.00	-	-	-
Promotional Items	11,464.00	11,464.00	-	11,464.00	5,732	5,732	5,455
4 Nothing But Networking Events	1,250.00	1,250.00	-	1,250.00	1,250	1,250	1,364
Outreach/Programs/Events/TV/Print Media	7,500.00	67,500.00	11,636.00	55,864.00	46,440	46,440	12,694
Streetscape Ribbon Cutting Event	2,500.00	2,500.00	-	2,500.00	1,000	1,000	-
Quarterly Newsletter	1,000.00	1,000.00	-	1,000.00	1,000	1,000	-
3 Town Hall Meetings	1,000.00	1,000.00	-	1,000.00	1,000	1,000	-
Holiday Lighting	30,000.00	30,000.00	26,526.67	3,473.33	30,000	30,000	28,938
BID Youth Apprenticeship/Ambassadors Prg	10,000.00	10,000.00	10,000.00	-	10,000	10,000	-
Pedestrian Count Survey	1,498.00	1,498.00	-	1,498.00	1,498	1,498	-
Shopper Survey	1,500.00	1,500.00	-	1,500.00	1,500	1,500	1,636
3 Stakeholder Focus Group Meetings	1,500.00	1,500.00	-	1,500.00	1,500	1,500	1,636
Beautification Signage	1,500.00	1,500.00	-	1,500.00	1,500	1,500	1,636
Event Meals	1,000.00	1,000.00	1,635.60	(635.60)	1,000	1,000	1,784
Misc	500.00	500.00	305.00	195.00	500	500	333
Total Program Assessment Expenses	675,000.00	825,000.00	506,838.03	318,161.97	761,906	750,408	683,736

Surplus after program assessment expenses

Proposed Reserve Spending Expenses

Surplus and Reserves				
Streetscape Maintenance Reserve Fund	125,000.00	B/down 60K		
General Reserve Fund	213,743.77		20,000.00	20,000.00
FY '13 Surplus	45,603.06		20,000.00	10,479.00
Total Reserves and Surplus as of 7/9/13	384,346.83		20,000.00	20,000.00

4 Merchant Meetings - 2000

Retail Attraction Grant initiative - 32,000

4 Chairmen Chst \$1000

* 8000 from Retail Attraction Grant

- Street Pole -
Banner - 8000

715,000

973,844



2015 ACTUALS

Bed-Stuy Gateway BID
BID FY 2016 Proposed Budget

	FY 15 Total Approved Budget	FY 15 YTD Actual through June 2015	FY 16 Total Proposed Budget
Income			
Assessments			
Spring Fundraising Event (Net Income-estimated)	675,000.00	675,000.00	675,000.00
SBS Retail Attraction	40,000.00	40,000.00	25,000.00
SBS Neighborhood Challenge Grant	50,000.00	50,000.00	0.00
Reserve Funding	0.00	0.00	0.00
Total Income	765,000	765,000	700,000

G/L Account Code	Program Assessment Expenses			
5000	Payroll (includes proposed \$61,000 salary for a Deputy Director)	254,000.00	164,963.98	254,000.00
5500	Payroll taxes (includes \$1,525- proposed Deputy Dir. 25% fringe estimate)	21,035.00	17,942.24	21,035.00
5400&5350	Health Benefits (includes \$13,725 proposed Deputy Dir. based on 25% fringe estimate)	42,253.00	10,520.65	42,253.00
5550	Payroll Processing	2,600.00	2,953.66	3,200.00
5405	Copy Machine/Computer Equip *	5,500.00	3,594.93	7,500.00
5600&5815	Office Supplies	2,630.00	1,339.46	2,630.00
5840	Rent	20,100.00	19,095.70	20,100.00
5850	Insurance	10,500.00	9,102.94	10,500.00
5950	BID Annual Audit Fees	8,000.00	7,300.00	8,000.00
6100-6150	Postage/Printing	1,000.00	222.38	1,000.00
6400	Data/Telephone/Cell phones	4,300.00	2,854.34	4,300.00
6250&6350	Transportation (local)	750.00	609.14	750.00
5720	Website Maintenance /Bid Wi Fi *	1,650.00	565.00	3,000.00
5951	In House Accounting and Financial Management - A-Team *	0.00	4,265.00	10,000.00
5895	BSRC Accounting Fee	0.00	18,999.98	0.00
6000	Project Management Consultant *	0.00	23,271.13	0.00
6850	Staff Training / Conferences	2,500.00	0.00	2,500.00
6950	Subscriptions / Memberships	2,526.00	1,557.77	2,000.00
6600	Supplemental Sanitation and Related Services *	225,000.00	204,452.71	230,650.00
6800	Bid Watch / Cameras ***	4,000.00	5,041.77	10,000.00
	Tree pit maintenance	0.00		1,000.00
6960	Fulton Street Festival	1,000.00		1,000.00
6960	Bed-Stuy Alive	1,500.00		1,000.00
6960	Restoration Rocks	1,500.00		500.00
6960	79th Precinct National Night	500.00		500.00
6960	Misc Charitable Request	1,500.00		1,500.00
6960	Festival & Event Sponsorship	6,000.00	5,260.00	4,500.00
5905	Marketing		200.00	30,000.00
5900	Advertising		12,813.00	30,000.00
6000&5900	Marketing/Graphic Design Consultant	8,000.00		
5900	Fall/Holiday Shopping Program	3,000.00		
5900	Discount Book/BID Map and Guide	7,500.00		
5900	Promotional Items	5,000.00		
	4 Nothing But Networking Events	1,250.00		
5900	District Map/Brochure/Banners/TV /Print Media	20,000.00		
	Streetscape Ribbon Cutting Event	0.00		
	Quarterly Newsletter	1,000.00		
5900	3 Town Hall Meetings/Workshops	1,000.00		
6575	Holiday Lighting *	32,000.00	31,150.00	35,000.00
6960	BID Youth Apprenticeship/Ambassadors Prog	10,000.00	0.00	5,000.00
	Shopper Survey	0.00		0.00
5815/5900	Beautification Signage	1,500.00		1,500.00
5811&5812&5860	Event Meals	1,000.00		1,000.00
7100	Misc	500.00	2,830.00	500.00
	Neighborhood Challenge Grant Initiative	50,000.00	10,000.00	
	Retail Attraction Grant Initiative	40,000.00	2,786.00	25,000.00
	Total Program Expenses	796,094.00	563,691.78	771,418.00

At the recommendation of NYC SBS conduct a Board Retreat to develop the organization's Mission
Proposed Request from Surplus

2,000.00
(31,094.00)

2,000.00
(71,418.00)

Last revised 6-17-15 1245am

- Business Attraction including Membership
- Cleaning - Sanitation
- Security

2015 SURPLUS



2016 Approved Budget

Bed-Stuy Gateway BID
BID FY 2016 Proposed Budget

	FY 15 Total Approved Budget	FY 15 YTD Actual through June 2015	FY 16 Total Proposed Budget
Income			
Assessments	675,000.00	675,000.00	675,000.00
Spring Fundraising Event (Net Income-estimated)			
SBS Retail Attraction	40,000.00	40,000.00	25,000.00
SBS Neighborhood Challenge Grant	50,000.00	50,000.00	0.00
Reserve Funding	0.00	0.00	0.00
Total Income	765,000	765,000	700,000

G/L Account Code	Program Assessment Expenses			
5000	Payroll (Includes proposed \$61,000 salary for a Deputy Director)	254,000.00	164,963.98	254,000.00
5500	Payroll taxes (includes \$1,525: proposed Deputy Dir. 25% fringe estimate)	21,035.00	17,942.24	21,035.00
5400&5350	Health Benefits (Includes \$13,725 proposed Deputy Dir. based on 25% fringe estimate)	42,253.00	10,520.65	42,253.00
5550	Payroll Processing	2,600.00	2,953.66	3,200.00
5405	Copy Machine/Computer Equip *	5,500.00	3,594.93	7,500.00
5600&5815	Office Supplies	2,630.00	1,339.46	2,630.00
5840	Rent	20,100.00	19,095.70	20,100.00
5850	Insurance	10,500.00	9,102.94	10,500.00
5950	BID Annual Audit Fees	8,000.00	7,300.00	8,000.00
6100-6150	Postage/Printing	1,000.00	222.38	1,000.00
6400	Data/Telephone/Cell phones	4,300.00	2,854.34	4,300.00
6250&6350	Transportation [local]	750.00	609.14	750.00
5720	Website Maintenance /Bid Wi Fi *	1,650.00	565.00	3,000.00
5951	In House Accounting and Financial Management - A-Team *	0.00	4,265.00	10,000.00
5895	BSRC Accounting Fee		18,999.98	
6000	Project Management Consultant *	0.00	23,271.13	0.00
6850	Staff Training / Conferences	2,500.00	0.00	2,500.00
6950	Subscriptions / Memberships	2,526.00	1,557.77	2,000.00
6600	Supplemental Sanitation and Related Services *	225,000.00	204,452.71	230,650.00
6800	Bid Watch / Cameras ***	4,000.00	5,041.77	10,000.00
	Tree pit maintenance *	0.00		1,000.00
6960	Fulton Street Festival	1,000.00		1,000.00
6960	Bed-Stuy Alive	1,500.00		1,000.00
6960	Restoration Rocks	1,500.00		500.00
6960	79th Precinct National Night	500.00		500.00
6960	Misc Charitable Request	1,500.00		1,500.00
6960	Festival & Event Sponsorship	6,000.00	5,260.00	4,500.00
5905	Marketing		200.00	30,000.00
5900	Advertising		12,813.00	30,000.00
6000&5900	Marketing/Graphic Design Consultant	8,000.00		
5900	Fall/Holiday Shopping Program	3,000.00		
5900	Discount Book/BID Map and Guide	7,500.00		
5900	Promotional Items	5,000.00		
	4 Nothing But Networking Events	1,250.00		
5900	District Map/Brochure/Banners/TV /Print Media	20,000.00		
	Streetscape Ribbon Cutting Event	0.00		
	Quarterly Newsletter	1,000.00		
5900	3 Town Hall Meetings/Workshops	1,000.00		
6575	Holiday Lighting *	32,000.00	31,150.00	35,000.00
6960	BID Youth Apprenticeship/Ambassadors Prg *	10,000.00	0.00	5,000.00
	Shopper Survey	0.00		0.00
5815/5900	Beautification Signage	1,500.00		1,500.00
5811&5812&5860	Event Meals	1,000.00		1,000.00
7100	Misc	500.00	2,830.00	500.00
	Neighborhood Challenge Grant Initiative	50,000.00	10,000.00	
	Retail Attraction Grant Initiative	40,000.00	2,786.00	25,000.00
	Total Program Expenses	796,094.00	563,691.78	771,418.00

At the recommendation of NYC SBS conduct a Board Retreat to develop the organization's Mission
Proposed Request from Surplus

2,000.00
(31,094.00)

2,000.00
(71,418.00)

Last revised 6-17-15 1245am

- Business Attraction - including Marketing
 - Cleaning - Sanitation
 - Security

\$71,418.00
 Request approved
 from Surplus Funds

2017 Approved Budget



Bedford Stuyvesant Gateway District Management Association/Bed-Stuy Gateway BID
 BID FY 2017 Budget Reviewed by the Finance Committee & Approved by the BID's Board of Directors on June 29th, 2016

Income	FY 16 Total Approved Budget	FY 17 Approved Program Budget
Assessments	675,000	675,000.00
Spring Fundraising Event (Net Income-estimated)		
NYC Council Discretionary Marketing Grant		10,000.00
One NYC Plaza Partnership Initiative		20,000.00
SBS Retail Attraction	25,000	0.00
Satisfaction of Program		0.00
Total Income	700,000	705,000

G/L Account Code	Program Assessment Expenses	FY 16 Budget	FY 17 Total Proposed Expenses
5000	Payroll (Includes proposed \$61,000 salary for a Deputy Director)	254,000	254,000.00
5500	Payroll taxes (includes \$1,525: proposed Deputy Dir. 25% fringe estimate)	21,035	21,035.00
5400&5350	Health Benefits (Includes \$13,725 proposed Deputy Dir. based on 25% fringe estimate)	42,253	42,253.00
5550	Payroll Processing	3,200	3,200.00
5405	Copy Machine/Computer Equip	7,500	7,500.00
5600&5815	Office Supplies	2,630	2,500.00
5840	Rent	20,100	20,100.00
5850	Insurance	10,500	12,000.00
5950	BID Annual Audit Fees	8,000	8,000.00
6100-6150	Postage/Printing	1,000	1,500.00
6400	Data/Telephone/Cell phones	4,300	4,300.00
6250&6350	Transportation [local]	750	750.00
5720	Website Maintenance /Bid Wi Fi	3,000	3,000.00
5951	In House Accounting and Financial Management - A-Team	10,000	5,000.00
6850	Staff Training / Conferences	2,500	3,500.00
6950	Subscriptions / Memberships	2,000	2,000.00
6600	Supplemental Sanitation and Related Services	230,650	243,000.00
6800	Bid Watch / Cameras ***	10,000	10,000.00
	Tree pit maintenance	1,000	1,000.00
6960	Festival & Event Sponsorship	4,500	4,500.00
5905	Marketing	30,000	30,000.00
5900	Advertising	30,000	30,000.00
6575	Holiday Lighting	35,000	35,000.00
6965	BID Youth Apprenticeship/Ambassadors Prg	5,000	7,500.00
5815/5900	Beautification Signage	1,500	1,500.00
5811&5812&5860	Event Meals	1,000	1,000.00
7100	Misc	500	500.00
4200	NYC Council Discretionary Marketing Grant Expense		10,000.00
4200	One NYC Plaza Partnership Initiative Expense	25,000	20,000.00
		766,918	784,638.00

Allocation for Board Development Retreat2000

2,000.00

Estimated Budget Surplus/Deficit

(79,638.00)

Estimated carry over from FY 16

90,844

Estimated net of carry over from FY 16

11,206

For the 2017 Budget,
 The Board chooses
 to spend \$90,844.00
 from surplus /
 "Rainy Day Fund."

Bedford-Stuyvesant Gateway District Management Association

BUDGET VS. ACTUALS: BED STUYVESANT GATEWAY APPROVED BUDGET - FY18 P&L

July 2017 - June 2018

	ACTUAL	TOTAL BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
4150 Assessment	674,979.43	675,000.00	-20.57	100.00 %
4200 Grants	500.00		500.00	
4270 DYCD-N	3,485.69		3,485.69	
4271 DYCD-O	1,255.91		1,255.91	
Total 4200 Grants	5,241.60		5,241.60	
4400 Contributions	5,500.00		5,500.00	
Total Revenue	\$685,721.03	\$675,000.00	\$10,721.03	101.59 %
GROSS PROFIT	\$685,721.03	\$675,000.00	\$10,721.03	101.59 %
Expenditures				
5000 Salaries		270,000.00	-270,000.00	
5001 Executive Director	51,382.73		51,382.73	
5002 Executive Assistant	24,457.81		24,457.81	
5003 Public Safety Director	36,912.13		36,912.13	
Total 5000 Salaries	112,752.67	270,000.00	-157,247.33	41.76 %
5150 Consultants	14,280.00	10,000.00	4,280.00	142.80 %
5310 Disability Insurance	208.32		208.32	
5350 Health Benefits		42,253.00	-42,253.00	
5400 Medical Insurance	5,537.30		5,537.30	
Total 5350 Health Benefits	5,537.30	42,253.00	-36,715.70	13.11 %
5405 Equipment Leases	4,988.72	7,500.00	-2,511.28	66.52 %
5500 Payroll Taxes		21,035.04	-21,035.04	
5501 FICA	5,805.46		5,805.46	
5503 Workmans' Comp	-210.31		-210.31	
5504 SUI	1,078.26		1,078.26	
Total 5500 Payroll Taxes	6,673.41	21,035.04	-14,361.63	31.73 %
5550 Payroll Processing	2,485.03	3,200.00	-714.97	77.66 %
5600 Office Supplies	2,325.57	2,500.00	-174.43	93.02 %
5815 Program Supplies	1,526.86		1,526.86	
Total 5600 Office Supplies	3,852.43	2,500.00	1,352.43	154.10 %
5700 Computer Expenses	625.00		625.00	
5720 Website Maintenance	4,646.68	5,000.00	-353.32	92.93 %
5750 Equipment & Furniture	875.97		875.97	
5812 Meals		1,000.00	-1,000.00	
5840 Rent	9,224.90	24,420.00	-15,195.10	37.78 %
5850 Insurance	5,702.42	12,000.00	-6,297.58	47.52 %
5850 Rent/Utilities	6,793.81		6,793.81	
5860 Meals/Meetings	1,497.62		1,497.62	
5900 Advertising	2,452.23	30,000.00	-27,547.77	8.17 %
Signage	250.00		250.00	
Total 5900 Advertising	2,702.23	30,000.00	-27,297.77	9.01 %

		TOTAL		
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
5905 PR/Marketing Program	28,302.20	20,000.00	8,302.20	141.51 %
5910 Filing Fees	125.00		125.00	
5950 Annual Audit Fee	3,750.00	8,000.00	-4,250.00	46.88 %
5951 In House Accounting and Financial Management	7,302.20	5,000.00	2,302.20	146.04 %
6000 Project Management Consultant	31,717.50	10,000.00	21,717.50	317.18 %
6100 Postage	279.18	500.00	-220.82	55.84 %
6150 Printing	2,132.77	1,500.00	632.77	142.18 %
6250 Transportation (Local)	589.56	750.00	-160.44	78.61 %
6400 Telephone Expense/Data/Cell Phones	3,462.68	4,300.00	-837.32	80.53 %
6575 Holiday Lighting	34,900.00	35,000.00	-100.00	99.71 %
6600 Supplemental Sanitation and Related Services	192,355.17	257,338.00	-64,982.83	74.75 %
6610 Landscaping	4,855.00	5,000.00	-145.00	97.10 %
6700 Equipment Repairs	612.62		612.62	
6800 BID/Watch Cameras (Security)	20,502.36	10,000.00	20,502.36	
6850 Staff Training/Conferences		3,500.00	-3,500.00	
6950 Subscriptions/ Memberships	3,287.19	2,000.00	1,287.19	164.36 %
6960 Special Events	4,611.50	4,500.00	111.50	102.48 %
5811 Event Supplies	2,035.93		2,035.93	
5813 Event Labor	6,517.00		6,517.00	
Total 6960 Special Events	13,164.43	4,500.00	8,664.43	292.54 %
6965 BID Youth	14,693.25	7,500.00	7,193.25	195.91 %
Apprenticeship/Ambassadors Program				
6990 Web Development	162.76		162.76	
7100 Miscellaneous	568.00	500.00	68.00	113.60 %
7105 Donated Legal Service	24.00		24.00	
7250 Gifts	696.83		696.83	
Total Expenditures	\$546,329.21	\$794,296.04	\$-247,966.83	68.78 %
NET OPERATING REVENUE	\$139,391.82	\$-119,296.04	\$258,687.86	-116.85 %
Other Expenditures				
Other Miscellaneous Expenditure	0.00		0.00	
Total Other Expenditures	\$0.00	\$0.00	\$0.00	0.00%
NET OTHER REVENUE	\$0.00	\$0.00	\$0.00	0.00%
NET REVENUE	\$139,391.82	\$-119,296.04	\$258,687.86	-116.85 %

- Camera's -
- Marketing / Advertising - Detail this
- Mech's Pay -
- Assistant Director
- Rent -
- Bid youth -
- Special Events
- All Entries Must be placed on a Line Number that Matches up to a Budget Number
- Computer's - Investment
- Internet Service -
- Proposal for the Reserve



2018 Budget

Bedford Stuyvesant Gateway District Management Association/Bed-Stuy Gateway BID
BID FY18 Draft Proposed Budget

Income	FY 17 Approved Budget	FY 18 Proposed Budget
Assessments		
SBS- NDHI Clean Up Initiative	675,000	675,000.00
NYC Council Discretionary Marketing Grant(DYDC)	20,000	
One NYC Plaza Partnership Initiative	10,000.00	
SBS Discretionary- Marcy Plaza Activation	20,000.00	
Satisfaction of Program	22,000.00	
Total Income	747,000	675,000

G/L Account Code	Program Assessment Expenses	FY 17 Actual	FY 18 Proposed
5000	Payroll (Includes proposed \$61,000 salary for a Deputy Director)	254,000	270,000.00
5500	Payroll taxes (Includes \$1,525: proposed Deputy Dir. 25% fringe estimate)	21,035	21,035.00
5400&5350	Health Benefits (Includes \$13,725 proposed Deputy Dir. based on 25% fringe estimate)	42,253	42,253.00
5550	Payroll Processing	3,200	3,200.00
5405	Copy Machine/Computer Equip	7,500	7,500.00
5600&5815	Office Supplies	2,500	2,500.00
5840	Rent	20,100	22,920.00
5850	Insurance	12,000	12,000.00
5950	BID Annual Audit Fees	8,000	8,000.00
6100-6150	Postage/Printing	1,500	2,000.00
6400	Data/Telephone/Cell phones	4,300	4,300.00
6250&6350	Transportation [local]	750	750.00
5720	Website Maintenance /Bid Wi Fi	3,000	5,000.00
5951	In House Accounting and Financial Management - A-Team	5,000	5,000.00
6850	Staff Training / Conferences	3,500	3,500.00
6950	Subscriptions / Memberships	2,000	2,000.00
6600	Supplemental Sanitation and Related Services	243,000	257,338.00
6800	Bid Watch / Cameras ***	10,000	10,000.00
	Landscape and tree pit maintenance	1,000	5,000.00
6960	Festival & Event Sponsorship	4,500	4,500.00
5905	Marketing	30,000	20,000.00
5900	Advertising	30,000	30,000.00
6575	Holiday Lighting	35,000	35,000.00
	Consultants		10,000.00
6965	BID Youth Apprenticeship/Ambassadors Prg	7,500	7,500.00
5815/5900	Signage	1,500	1,500.00
5811&5812&5860	Event Meals	1,000	1,000.00
7100	Misc.	500	500.00
4200	NYC Council Discretionary Marketing Grant Expense	10,000	
4200	One NYC Plaza Partnership Initiative Expense	20,000	
		784,638	794,296.00

Finance Committee Meeting

March 28th, 2018

Currently, the BID has the following balances:

1150 Carver FSB Payroll Account #XX-8890	\$6149.06
1000 Carver FSB Operating Account XXX-1860	\$479,912.21
1020 Chase Streetscape Reserve	\$93,046.00

Agenda

1. Last year, Citibank closed our Reserve account due to non activity and sent the BID a check for the reserve amount: \$249,620.07. Our Executive Director is recommending that we move our operating account from Carver Bank to Chase because the service levels are higher. Also, Ms. Sadiq is recommending that we leave the reserve amount, mentioned above, in Carver so that funds are maintained in both banks, etc. This minimizes the risk of having more than \$250,000 in one account.
2. Based on number 1 above, Ms. Sadiq is proposing that we move \$230,292.14 from the Carver account to a new Chase Operating account that will be used as our new operating account.
3. When our streetscape was first improved approximately 10 years ago, we signed a contract with the city where we were required to keep \$93,000.00 in reserve that was to be used to fix any streetscape issues once the work was completed. That contract expired in 2015 and is currently up for renewal. Ms. Sadiq has met with the DOT to discuss this new contract 4 times. They have indicated that there is a grant program that will fund the Marcy Plaza repairs and maintenance and if we participate and agree, this program will provide \$20,000.00 per year up to 3 years. These funds would then be used to maintain the plaza (not the streetscape). Regarding the maintenance of the streetscape (not Marcy Plaza), the DOT knows that we have \$93,000 from a previous reserve fund but they indicated that this money belongs to the BID and the previous contract is expired. Ms. Sadiq is currently negotiating a new amount that needs to be maintained. She has indicated to them that the BID might be able to reserve \$10,000 per year. This is ongoing.
4. We reviewed the Actual vs Budget report from July 2017 through the end of February 2018. Ms. Sadiq is going to double check a few items that had questions and present the report at the next Board Meeting.



BEDFORD STUYVESANT GATEWAY DISTRICT MANAGEMENT ASSOCIATION (BID)

BID FISCAL YEAR 2019 APPROVED BUDGET AND FY20 Proposed			
	INCOME		
	'19 Approved Budget 6/20/19		FY20 Proposed
ASSESSMENT	\$	675,000.00	\$ 675,000.00 ✓
SPONSORSHIPS	\$	20,000.00	\$ 10,000.00 ✓
SBS MARCY PLAZA ACTIVATION	\$	20,000.00	\$ 20,000.00 ✓
COUNCIL-MARCY PLAZA ACTIVATION			
SBS NDHI CLEAN-UP INITIATIVE			
CASH ON HAND			
STREET/MAINTENANCE/RESERVE			
TOTAL INCOME	\$	715,000.00	\$ 705,000.00 ✓
	Expenses		
			Expenses
Payroll	\$	235,000.00	\$ 235,000.00 ✓
Fringe and Taxes	\$	15,000.00	\$ 15,000.00 ✓
Health Benefits	\$	25,000.00	\$ 25,000.00 ✓
Payroll Processing	\$	3,600.00	\$ 3,600.00 ✓
Consultants	\$	25,000.00	\$ 10,000.00 ✓
Equipment Leases	\$	7,500.00	\$ 5,000.00 ✓
Equipment/Repairs/Purchases	\$	2,500.00	\$ 2,500.00 1,500.00 ✓
Office Rent	\$	22,325.00	\$ 22,325.00 26,500.00 ✓
IT Support	\$	2,000.00	\$ 2,000.00 2,000.00 ✓
Office Furniture	\$	2,000.00	\$ 1,000.00 2,000.00 ✓
Office Supplies	\$	2,000.00	\$ 2,000.00 2,000.00 ✓
Filing Fees	\$	125.00	\$ 125.00 ✓
Insurance	\$	8,000.00	\$ 8,000.00 ✓
Printing	\$	3,000.00	\$ 2,000.00 ✓
Audit Fees	\$	7,500.00	\$ 7,500.00 ✓
Postage	\$	700.00	\$ 700.00 ✓
Mobile phones	\$	3,000.00	\$ 3,000.00 ✓
Land Lines	\$	785.00	\$ 2,000.00 ✓
Local Transportation	\$	1,000.00	\$ 1,000.00 ✓
Website Related	\$	6,000.00	\$ 2,500.00 ✓
Outdoor Furniture/Maintenance	\$	30,000.00	\$ 5,000.00 ✓
Program Supplies	\$	1,000.00	\$ 1,000.00 ✓
WIFI	\$	1,500.00	\$ 1,500.00 ✓
Bookkeeping-Ateam	\$	8,500.00	\$ 8,500.00 ✓
Memberships	\$	2,000.00	\$ 1,500.00 ✓
Training and Conferences	\$	3,500.00	\$ 2,000.00 ✓
Block By Block	\$	285,125.00	\$ 285,500.00 ✓
BID Watch/Cameras	\$	10,000.00	\$ 10,000.00 ✓
Public Safety Ambassador	\$	19,500.00	\$ 10,000.00 15,000.00 ✓
Landscaping at Marcy	\$	20,000.00	\$ 5,000.00 ✓
Marketing Events	\$	55,000.00	\$ 25,000.00 35,200.00 ✓
Sponsorships/Special Events	\$	4,500.00	\$ 2,000.00 ✓
Holiday Lights	\$	35,000.00	\$ 35,000.00 ✓
Youth Interns	\$	15,000.00	\$ 10,000.00 ✓
Signage and Banners	\$	7,500.00	\$ - ✓
Tree Guards	\$	60,000.00	\$ - ✓
Meeting Expenses	\$	3,000.00	\$ 5,000.00 ✓
Computer/Camera Upgrade*			
BANK CHARGES			
TOTAL	\$	933,160.00	\$ 749,650.00

2019 Board Approved Budget
shows the board approving spending
Funds from Surplus / Rainy Day Funds
There was a concern at this meeting that the surplus funds
were actually getting too high and that the board should
spend the funds for programs in the district.

**BEDFORD STUYVESANT GATEWAY BUSINESS IMPROVEMENT DISTRICT
1368 FULTON STREET 3RD FL,
BROOKLYN, NY 11216**

March 1st, 2023

Maura Hayes-Chaffe
Deputy Comptroller for Audit

Dear Mrs. Hayes-Chaffe,

Please immediately remove any mention of the Bedford Stuyvesant Gateway Business Improvement District from your report. You have mistakenly identified the Bed Stuy Gateway BID as having financial concerns. You are completely mistaken.

We also request an Exit Meeting so that we can explain why we must be removed from the report.

Your definition of a deficit is spending more than what we take in during a single year. Yes, we did spend more than we took in for some years **ONLY BECAUSE WE CHOSE TO SPEND MORE AND TAKE IT FROM OUR RAINY DAY (Surplus) FUNDS.** We have NEVER spent more than what we have when you account for our surplus money from previous years.

Our BID has a long history of spending less than what we take in each year, building up higher and higher surpluses. For example, in 2015, by spending less than we took in during the preceding several years, we had \$201,309 in our Rainy Day Fund (Surplus). Likewise, by 2018, our Rainy Day Fund (Surplus) was at \$139,392.

In addition to our Surplus Rainy Day Fund, we have also maintained (for over 12 years) a separate emergency fund with \$93,000.00. The purpose of this fund is in case of any type of streetscape emergency that may occur along Fulton Street. We were advised to maintain this fund over 13 years ago and we have kept it in place EVER SINCE, UNTOUCHED.

A brief phone call to me, our executive board members, or our executive director would have alerted you to these facts. Our financial practices are not ONE OF CONCERN BUT SHOULD BE ONE OF PRAISE. If we choose to spend money from our previous surplus, that is a good thing because it is money from the taxpayers that should go back to them in the form of much needed services such as street cleaning, security, and marketing.

Regarding your mention of the fact that our bid has higher than average administrative expenses, well of course we do. We have a very small budget compared to other bids (and we have never asked for a higher assessment). There is a minimum of one to two people needed to run the bid so of course our "Percentage" of administrative expense is higher.

If you insist on the fact that our Bid had higher administrative expenses, that that IS THE ONLY FINANCIAL CONCERN based on the assertions in your report WHICH WOULD REMOVE US FROM THE REPORT ENTIRELY. Again, our expenditures (that you mention) came from our Rainy Day Fund and was a choice that we made to spend the money.

Again, we respectfully ask that you retract all mention of the Bedford Stuyvesant Gateway Business Improvement District from your report.

Respectfully submitted,

Noah Katz
Treasurer
Bedford Stuyvesant Gateway Business Improvement District
Noah@psksupermarkets.com
914-667-6400 x1011



March 13, 2023

Maura Hayes-Chaffe
Deputy Comptroller for Audit
One Center Street
New York, NY 10007

Re: SoHo Broadway Initiative Response to Draft Audit Report on the Analysis of the Financial and Operating Practices of Business Improvement Districts
Fiscal Year 2020

Dear Ms. Hayes-Chaffe:

The SoHo Broadway Initiative (“Initiative”) thanks the New York City Comptroller (the “Comptroller”) for the opportunity to respond to their FY20 Analysis of the Financial and Operating Practices of Business Improvement Districts (“BIDs”) and to have our written response published in the final report.

Here is our response to be included in the final report:

The data used by the Comptroller to develop this report comes from the Department of Small Business Services (SBS) annual BID Trends Report. For the purposes of the SBS report, some BIDs allocate personnel expenses to program expense categories, while other BIDs (including the SoHo Broadway Initiative for Fiscal Year 2020) do not allocate personnel expenses to programs. While the Trends Report notes this difference, **the Comptroller’s report does not.** Therefore, **the Comptroller’s analysis of the SoHo Broadway Initiative draws inaccurate conclusions about the Initiative’s program and administrative expenses.** Based on the audited Statement of Activities, the SoHo **Broadway Initiative’s administrative expenses were just 20.7%** of the total expenses for the fiscal year ended June 30, 2020. The Initiative would welcome any guidance from the Comptroller or SBS in order to avoid this confusion in the future. **The Initiative’s** Board of Directors has and will continue to prioritize providing vital and much-needed services to the SoHo Broadway community as effectively and efficiently as possible. The public is encouraged to refer to the SoHo Broadway audited financial statements for FY 20 which are available on our website, www.sohobroadway.org.

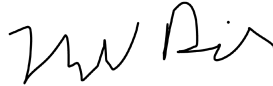
The Comptroller's office receives the Initiative's audited financial statements annually, as stipulated in our contract with SBS. Additionally, the Comptroller has a **representative on the Initiative's Board of Directors**. The annual budget is presented and approved by the Board of Directors.

Please feel free to contact Executive Director **Mark Dicus** if you'd like to discuss our response to the report.

Sincerely,



Richard Benenson
Treasurer



Mark Dicus
Executive Director



Hudson Square
Business Improvement
District

Maura Hayes-Chaffe
Deputy Comptroller for Audit
One Centre Street
New York, NY 10007

Board Members

Jeffrey Sussman, Chair
Edward J. Minskoff Equities
Chris Roth, Treasurer
Hines

Steve Marvin, Secretary
Olmstead Properties

Clara Anderson
Residential Tenant

Aldrin Bonilla
The Fund for the City of NY

Violet Engel
New York Genome Center
Andrew Foote
Edelman

Amanda Gluck
Stellar Management

Brett Greenberg
Jack Resnick & Sons

Armando Gutierrez
New York Public Radio

Dary Kopelioff
Residential Owner

Christopher Lee
Port Authority of NY & NJ

Shih Hua Liong
Google

Kelsey Louie
The Door

John Maltz
Greiner-Maltz

David Gruber
Community Board #2

Phil Mouquinho
PJ Charlton Restaurant

Jackie Renton
Atlas Capital Group

Sujohn Sarkar
Trinity Real Estate

Rhonda Singer
GFP Real Estate

Cass Smith
Cass Calder Smith Architecture
+ Interiors

Adam Steckler
Storage Mart

Elected Officials

Mayor Eric Adams
Comptroller Brad Lander
Borough President Mark D.
Levine
Council Member Erik Bottcher

Samara Karasyk
President + CEO

180 Varick Street
Suite 422, New York
NY 10014

T 212.463.9160
F 212.463.9165

**Re: Hudson Square BID Response to Draft Report on the Analysis of
the Financial and Operating Practices of Business Improvement Districts
Fiscal Year 2020**

March 9, 2023

Dear Ms. Hayes-Chaffe:

The Hudson Square Business Improvement District ("HSBID") thanks the New York City's Comptroller (the "Comptroller") for the opportunity to respond to their FY20 Analysis of the Financial and Operating Practices of Business Improvement Districts (BIDs) and to have our written response published in the final report.

The information presented in this report regarding the Hudson Square BID's financial picture is not accurate. The Comptroller's analysis assumes assessment revenue is the only funding mechanism for the BID. The analysis further posits that the HSBID ran an operating deficit during four of the years covered herein (page 20). This report did not account for the HSBID's capital reserves and municipal bond fund, which together ensured that the HSBID did not incur an operating deficit in any of the years analyzed in the report. HSBID capital expenses for Public Realm improvements are funded by revenue that is not included in the New York City Small Business Services BID Trends Report, which was the only source used for this analysis. Note that page 12 of the report states that the HSBID spent 56% of all BID funding for capital improvements in FY20 and that "due to limited information available in SBS' FY20 Trend Report on capital improvement expenses among BIDs, further analysis of these expenses was not completed". The HSBID was formed, in part, to undertake capital improvements on publicly owned land utilizing municipal financing. Accordingly, the SBS Trends Report presents an incomplete picture of the HSBID's finances.



The Comptroller's office receives the HSBID's audited financials annually, as stipulated in HSBID's contract with the New York City Department of Small Business Services. Additionally, the Comptroller has a representative on the HSBID board, where the annual budget is presented and approved by the Board of Directors.

Please feel free to contact me if you would like to discuss our response to the report at skarasyk@hudsonsquarebid.org.

Sincerely,

A handwritten signature in black ink, appearing to read "Sam Karasyk".

Samara Karasyk



March 10, 2023

Deputy Comptroller Hayes-Chaffe
David N. Dinkins Municipal Building
One Centre Street
New York, NY 10017

Re: Draft Report on the Analysis of the Financial and Operating Practices of Business
Improvement Districts Fiscal Year 2020 (SR21-094S)

Dear Deputy Comptroller Hayes-Chaffe:

We are providing this written response to the above referenced draft report (“the Report”) to dispute its findings and recommendations. We also rebut the implication, whether intended or not, that the management and the respective boards of directors of 34th Street Partnership, Inc., Bryant Park Corporation (the operating entity for the management of Bryant Park) and Bryant Park Management Corporation (the Bryant Park BID) are in any way delinquent in their duty to responsibly oversee the activities of the respective organizations.

34th Street Partnership, Inc. (“the Partnership”) has not incurred recurring annual deficits. During the five fiscal years 2016 through 2020, the Partnership incurred only one annual deficit of \$273,000 (2% of total revenues), in 2017. The Partnership’s accumulated net surplus for that five-year period was \$1,170,000, versus the \$5,442,000 net deficit cited in the Report.

The SBS annual BID Trends Report, on which the Report is primarily based, is a special basis report, prepared to highlight and compare the program services of all BIDs throughout the City. The data presented in the Trends Report is derived from BID annual reports submitted to SBS, on a prescribed form, which compares the results of operations for the fiscal year to the board approved budget for that fiscal year, as well as the board approved budget for the succeeding fiscal year.

The Partnership’s submissions of financial data in the annual reports to SBS include the debt service on the Partnership’s capital improvement bonds, as well as the depreciation of the underlying district improvements, within total expenses. The amortization of bond principal (a cash outlay) approximates the depreciation of the Partnership’s nearly \$30 million inventory of district improvements (a non-cash expense) and therefore, total expenses, under this special basis of reporting, is overstated. The net operating surplus (deficit), per the special basis SBS report,

is reconciled to the increase in net assets (operating surplus) in our GAAP basis financial statements, at the bottom of the prescribed form, by eliminating the amortization of bond debt principal. This reconciliation is not properly reflected in the Trends Report.

Additionally, the amortization of bond principal of \$1,465,000 was added to, rather than subtracted from, total expenses, in the 2019 Trends Report, thus compounding the duplication noted above. Fortunately, debt service and depreciation are reported separately, not within any of the BID programs, so that the comparability of program services and administrative expenses in the Trends Report is not affected.

Attached, as Exhibit A, is a summary comparison and reconciliation of total revenue, total expenses and operating surplus (deficit) per the SBS Trends Report to the audited GAAP basis financial statements and Form 990 for fiscal years 2016 through 2020. Included in support of the exhibit are copies, by year, of the financial information provided to SBS, the statement of activities from the Partnership's corresponding financial statements and page one of the corresponding Form 990.

As demonstrated in Exhibit A, the financial data included in the Report, specific to the Partnership, is wrong, and therefore any of the Report's findings or recommendations are flawed.

We also dispute the characterization of Bryant Park Corporation's (BPC) two years of operating deficits over a five-year period as recurring, or as an indication of a potential financial risk. As stated in the Report, 39 BIDs incurred two or more annual deficits over the same five-year period, and 18 of those BIDs incurred two annual deficits. BPC is one of only two BIDs, and the only BID with revenues greater than \$250,000, to have its deficits cited as presenting a financial risk.

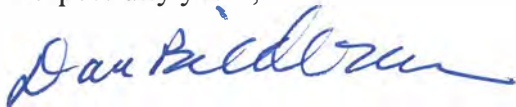
In fiscal years 2020 and 2019, nearly 93% of Bryant Park Corporation's revenue was from sources other than BID assessments. Unlike BID assessments, park operating revenues, such as sponsorships and event fees, can fluctuate from year to year. Similarly, expenses incurred to innovate, create new, and expand existing park programming can fluctuate. BPC sustained deficits in fiscal 2016 and 2018; however, the company had more than sufficient assets available to fund those deficits and has produced surpluses in three of its last four fiscal years, sustaining a \$660,000 deficit in 2021 due to COVID-related restrictions on park operations. To cite BPC as sustaining recurring deficits and then conclude that there is a potential financial risk is a mischaracterization and wholly inappropriate.

The Report claims to discuss "the findings and observations resulting from the auditors' analyses, based on financial information published in SBS' annual BID Trend Report for FYs 2016-2020, along with publicly available information the BIDs filed with the U.S. Department of the Treasury, Internal Revenue Service (Form 990: Return of Organization Exempt from Income Tax)." However, it is obvious that only Schedule J, Compensation Information, of Form 990 was considered in preparing the Report. Had information reported on page one of Form 990 been considered, along with annual audited financial statements with the disclosures therein, a copy of which is filed with the Comptroller's office each year, the overstatement of Partnership expenses in the Trends Report would have been recognized and, at least, questioned.

Regarding salaries, we must first state, unequivocally, that the directors of 34th Street Partnership, Bryant Park Corporation and Bryant Park Management Corporation are actively involved in the setting of, and have approved, executive compensation of the respective entities. The combined entities, the Partnership and BPC, have total revenues of \$35 million and have more than 250 full time employees plus seasonal staff for summer programs and Bryant Park's Winter Village. This is a complex organization that requires a talented and dedicated staff. Salaries are established using comparability data, including the compensation for similar positions in other large BIDs, park conservancies, and other large not-for-profit entities. Also considered are specific aptitudes, experience, effectiveness, and tenure, as well as salary guides, where available for professional positions.

Having provided evidence that the Partnership did not incur recurring annual deficits, we expect that the Report, in its final version, will reflect the correction. We likewise expect that the significant difference in funding and operation of BPC versus other BIDs will be given proper consideration and that both entities will be removed from the list of BIDs with potential financial issues. We appreciate the opportunity to comment on the Report, and to have our comments included in the final version of it.

Respectfully yours,



Daniel A. Biederman
President/Executive Director



Peter Ciriello
Controller & CFO

34th Street Partnership, Inc.

Comparison and Reconciliation of Total Revenue, Total Expenses and Operating Surplus (Deficit) per SBS Trends Report to Audited GAAP Basis Financial Statements and Form 990

For fiscal years 2016 through 2020

	SBS Trends Report			Audited GAAP Basis Financial Statements and Form 990		
	Total Revenue	Total Expenses	Operating Surplus (Deficit)	Total Revenue	Total Expenses	Operating Surplus (Deficit)
FY 2020	\$ 14,182,517	14,803,896	(621,379)	14,182,517	13,146,659	1,035,858
Reconciling items:						
Retired bond principal		(1,525,000)	1,525,000			
Capitalized improvements		(132,237)	132,237			
GAAP basis amounts	<u>14,182,517</u>	<u>13,146,659</u>	<u>1,035,858</u>	<u>14,182,517</u>	<u>13,146,659</u>	<u>1,035,858</u>
FY 2019	14,029,638	16,891,001	(2,861,363)	14,029,638	13,961,001	68,637
Reconciling items:						
Retired bond principal added to Trends		(1,465,000)	1,465,000			
Report total expenses, in error						
Retired bond principal		(1,465,000)	1,465,000			
GAAP basis amounts	<u>14,029,638</u>	<u>13,961,001</u>	<u>68,637</u>	<u>14,029,638</u>	<u>13,961,001</u>	<u>68,637</u>
FY 2018	14,174,965	15,291,499	(1,116,534)	14,174,965	13,881,499	293,466
Reconciling items:						
Retired bond principal		(1,410,000)	1,410,000			
GAAP basis amounts	<u>14,174,965</u>	<u>13,881,499</u>	<u>293,466</u>	<u>14,174,965</u>	<u>13,881,499</u>	<u>293,466</u>
FY 2017	13,500,933	14,061,313	(560,380)	13,500,933	13,774,254	(273,321)
Depreciation		1,047,941	(1,047,941)			
Retired bond principal		(1,335,000)	1,335,000			
GAAP basis amounts	<u>13,500,933</u>	<u>13,774,254</u>	<u>(273,321)</u>	<u>13,500,933</u>	<u>13,774,254</u>	<u>(273,321)</u>
FY 2016	12,462,603	12,745,532	(282,929)	12,462,603	12,416,881	45,722
Depreciation		961,349	(961,349)			
Retired bond principal		(1,290,000)	1,290,000			
GAAP basis amounts	<u>12,462,603</u>	<u>12,416,881</u>	<u>45,722</u>	<u>12,462,603</u>	<u>12,416,881</u>	<u>45,722</u>

34th Street Partnership, Inc.

34th Street Partnership, Inc.

REVENUE	FY20 Board- Approved Budget	FY20 Actual Expenses	FY21 Board- Approved Budget	Approved/Actual Budget \$	Variance will auto-fill %
Assessment Revenue	\$ 13,000,000.00	\$ 13,000,000.00	\$ 13,000,000.00	\$ -	0.00%
Contracts (ex. plaza maintenance, concessions, etc.)	\$ 965,000.00	\$ 487,088.00	\$ 650,000.00	\$ (477,912.00)	-49.52%
Contributions	\$ 244,000.00	\$ 249,388.00	\$ 250,000.00	\$ 5,388.00	2.21%
Fundraising, Private Grants, and Special Events	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Government Grants	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Program Service Revenue (ex. banners, parking lots, trash cans, user rights)	\$ 519,000.00	\$ 378,187.00	\$ 400,000.00	\$ (140,813.00)	-27.13%
Interest Income	\$ 25,000.00	\$ 28,889.00	\$ 10,000.00	\$ 3,889.00	15.56%
Miscellaneous	\$ 10,000.00	\$ 38,965.00	\$ 4,000.00	\$ 28,965.00	289.65%
TOTAL REVENUE	\$ 14,763,000.00	\$ 14,182,517.00	\$ 14,314,000.00	\$ (580,483.00)	-3.93%
EXPENSES	FY20 Board- Approved Budget	FY20 Actual Expenses	FY21 Board- Approved Budget	Approved/Actual Budget \$	Variance will auto-fill %
Program Expenses:					
Sanitation	\$ 4,355,000.00	\$ 3,789,239.00	\$ 4,548,000.00	\$ (565,761.00)	-12.99%
Public Safety	\$ 2,801,000.00	\$ 2,601,647.00	\$ 2,824,000.00	\$ (199,353.00)	-7.12%
Marketing and Special Events	\$ 444,000.00	\$ 412,501.00	\$ 373,000.00	\$ (31,499.00)	-7.09%
Holiday Lighting	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Beautification and Horticulture	\$ 753,000.00	\$ 889,558.00	\$ 758,000.00	\$ 136,558.00	18.14%
Streetscape and Repairs	\$ 1,280,000.00	\$ 1,040,616.00	\$ 1,242,000.00	\$ (239,384.00)	-18.70%
Other Services (ex. business services, social services, etc.)	\$ 1,050,000.00	\$ 1,045,046.00	\$ 1,064,000.00	\$ (4,954.00)	-0.47%
General & Administrative Expenses:					
Administration: Salaries and Payroll	\$ 914,040.00	\$ 918,142.00	\$ 886,257.00	\$ 4,102.00	0.45%
Administration: Outside Contractors	\$ 71,000.00	\$ 127,785.00	\$ 89,500.00	\$ 56,785.00	79.98%
Administration: Insurance	\$ 80,000.00	\$ 80,795.00	\$ 80,000.00	\$ 795.00	0.99%
Administration: Rent and Utilities	\$ 106,000.00	\$ 96,207.00	\$ 111,000.00	\$ (9,793.00)	-9.24%
Administration: Supplies and Equipment	\$ 14,000.00	\$ 9,605.00	\$ 14,750.00	\$ (4,395.00)	-31.39%
Administration: Miscellaneous G&A	\$ 72,960.00	\$ 63,462.00	\$ 54,493.00	\$ (9,498.00)	-13.02%
Administration: Subtotal (will auto fill from cells above)	\$ 1,258,000.00	\$ 1,295,996.00	\$ 1,236,000.00	\$ 37,996.00	3.02%
Please write other expense items in the green spaces below					
Park and public plaza management	\$ 887,000.00	\$ 616,255.00	\$ 344,000.00	\$ (270,745.00)	-30.52%
Depreciation and amortization - not included in budget	\$ -	\$ 1,045,651.00	\$ -	\$ 1,045,651.00	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL PROGRAM EXPENSES	\$ 12,828,000.00	\$ 12,736,509.00	\$ 12,389,000.00	\$ (91,491.00)	-0.71%
Capital Expenses:					
Capital Improvements	\$ -	\$ 132,237.00	\$ -	\$ 132,237.00	#DIV/0!
Other Expenses:					
Debt Service Expense	\$ 1,935,000.00	\$ 1,935,150.00	\$ 1,925,000.00	\$ 150.00	0.01%
TOTAL EXPENSES	\$ 14,763,000.00	\$ 14,803,896.00	\$ 14,314,000.00	\$ 40,896.00	0.28%
Net Operating Surplus	\$ -	\$ (621,379.00)	\$ -	\$ (621,379.00)	#DIV/0!

Add back bond principal retirement

\$ 1,525,000.00

Add back capital improvements

\$ 132,237.00

Increase in net assets per 6/30/2020 financial statements

\$ 1,035,858.00

34TH STREET PARTNERSHIP, INC.

Statement of Activities

Year ended June 30, 2020

(with summarized financial information for the year ended June 30, 2019)

	<u>Operating and board- designated</u>	<u>Bond- financed activity</u>	<u>District improvements</u>	<u>2020 total</u>	<u>2019 total</u>
Revenue and other support:					
Assessments (notes 1 and 7)	\$ 13,000,000	—	—	13,000,000	12,320,000
Contributions in lieu of assessment	249,388	—	—	249,388	242,967
Parks revenue	487,088	—	—	487,088	838,921
Other program service revenue	378,187	—	—	378,187	583,263
Interest	28,524	365	—	28,889	41,903
Other revenue	38,965	—	—	38,965	2,584
Total revenue and other support	<u>14,182,152</u>	<u>365</u>	<u>—</u>	<u>14,182,517</u>	<u>14,029,638</u>
Expenses:					
Program services:					
Capital projects	1,450,766	(70,870)	1,110,009	2,489,905	2,744,060
Security	2,194,874	—	—	2,194,874	2,183,713
Sanitation	3,428,213	—	—	3,428,213	3,587,547
Visitor services	360,161	—	—	360,161	384,192
Taxi stands	406,773	—	—	406,773	484,439
Special maintenance	361,026	—	—	361,026	388,004
Public events	155,337	—	—	155,337	187,147
Retail services	300,719	—	—	300,719	301,501
Promotion	257,164	—	—	257,164	255,239
Design	385,929	—	—	385,929	327,288
Horticulture	889,558	—	—	889,558	927,214
Parks management	621,004	—	—	621,004	894,412
Total program services	<u>10,811,524</u>	<u>(70,870)</u>	<u>1,110,009</u>	<u>11,850,663</u>	<u>12,664,756</u>
Supporting services:					
Management and general	<u>1,295,996</u>	<u>—</u>	<u>—</u>	<u>1,295,996</u>	<u>1,296,245</u>
Total expenses	<u>12,107,520</u>	<u>(70,870)</u>	<u>1,110,009</u>	<u>13,146,659</u>	<u>13,961,001</u>
Increase (decrease) in net assets before transfers	2,074,632	71,235	(1,110,009)	1,035,858	68,637
Transfer – bond principal retired	(1,525,000)	1,525,000	—	—	—
Transfer – district improvements acquired	<u>(108,151)</u>	<u>(148,154)</u>	<u>256,305</u>	<u>—</u>	<u>—</u>
Increase (decrease) in net assets	441,481	1,448,081	(853,704)	1,035,858	68,637
Net assets (deficit) at beginning of year	<u>(217,156)</u>	<u>(8,800,923)</u>	<u>11,986,405</u>	<u>2,968,326</u>	<u>2,899,689</u>
Net assets (deficit) at end of year	<u>\$ 224,325</u>	<u>(7,352,842)</u>	<u>11,132,701</u>	<u>4,004,184</u>	<u>2,968,326</u>

See accompanying notes to financial statements.

Form 990 (Rev. January 2020) Department of the Treasury Internal Revenue Service	Return of Organization Exempt From Income Tax Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) <div style="display: flex; justify-content: space-around; font-size: small;"> <div>▶ Do not enter social security numbers on this form as it may be made public.</div> <div>▶ Go to www.irs.gov/Form990 for instructions and the latest information.</div> </div>	OMB No. 1545-0047 <div style="font-size: 2em; font-weight: bold;">2019</div> Open to Public Inspection
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A For the 2019 calendar year, or tax year beginning JUL 1, 2019 and ending JUN 30, 2020

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization <u>34th Street Partnership, Inc.</u> Doing business as _____ Number and street (or P.O. box if mail is not delivered to street address) Room/suite <u>1065 Avenue of the Americas</u> <u>2400</u> City or town, state or province, country, and ZIP or foreign postal code <u>New York, NY 10018</u> F Name and address of principal officer: <u>Daniel A. Biederman</u> <u>same as C above</u>	D Employer identification number <u>13-3629973</u> E Telephone number <u>212-719-3434</u> G Gross receipts \$ <u>14,182,517.</u> H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶ _____
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)() (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		
J Website: <u>34thstreet.org</u>		
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ _____		
L Year of formation: <u>1991</u> M State of legal domicile: <u>NY</u>		

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: <u>Improve the commercial and physical environment within New York City's 34th Street district by</u> 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. 3 Number of voting members of the governing body (Part VI, line 1a) <u>3</u> <u>55</u> 4 Number of independent voting members of the governing body (Part VI, line 1b) <u>4</u> <u>53</u> 5 Total number of individuals employed in calendar year 2019 (Part V, line 2a) <u>5</u> <u>211</u> 6 Total number of volunteers (estimate if necessary) <u>6</u> <u>56</u> 7a Total unrelated business revenue from Part VIII, column (C), line 12 <u>7a</u> <u>0.</u> b Net unrelated business taxable income from Form 990-T, line 39 <u>7b</u> <u>0.</u>																									
Revenue		<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Prior Year</th> <th>Current Year</th> </tr> </thead> <tbody> <tr> <td>8 Contributions and grants (Part VIII, line 1h)</td> <td style="text-align: right;">242,967.</td> <td style="text-align: right;">249,388.</td> </tr> <tr> <td>9 Program service revenue (Part VIII, line 2g)</td> <td style="text-align: right;">13,744,768.</td> <td style="text-align: right;">13,867,326.</td> </tr> <tr> <td>10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)</td> <td style="text-align: right;">41,903.</td> <td style="text-align: right;">28,889.</td> </tr> <tr> <td>11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)</td> <td style="text-align: right;">0.</td> <td style="text-align: right;">36,914.</td> </tr> <tr> <td>12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)</td> <td style="text-align: right;">14,029,638.</td> <td style="text-align: right;">14,182,517.</td> </tr> </tbody> </table>		Prior Year	Current Year	8 Contributions and grants (Part VIII, line 1h)	242,967.	249,388.	9 Program service revenue (Part VIII, line 2g)	13,744,768.	13,867,326.	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	41,903.	28,889.	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	36,914.	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	14,029,638.	14,182,517.						
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Expenses		<table border="1" style="width:100%; border-collapse: collapse;"> <tbody> <tr> <td>13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)</td> <td style="text-align: right;">0.</td> <td style="text-align: right;">0.</td> </tr> <tr> <td>14 Benefits paid to or for members (Part IX, column (A), line 4)</td> <td style="text-align: right;">0.</td> <td style="text-align: right;">0.</td> </tr> <tr> <td>15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)</td> <td style="text-align: right;">9,098,707.</td> <td style="text-align: right;">8,658,762.</td> </tr> <tr> <td>16a Professional fundraising fees (Part IX, column (A), line 11e)</td> <td style="text-align: right;">0.</td> <td style="text-align: right;">0.</td> </tr> <tr> <td>b Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>0.</u></td> <td></td> <td></td> </tr> <tr> <td>17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)</td> <td style="text-align: right;">4,862,294.</td> <td style="text-align: right;">4,487,897.</td> </tr> <tr> <td>18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)</td> <td style="text-align: right;">13,961,001.</td> <td style="text-align: right;">13,146,659.</td> </tr> <tr> <td>19 Revenue less expenses. Subtract line 18 from line 12</td> <td style="text-align: right;">68,637.</td> <td style="text-align: right;">1,035,858.</td> </tr> </tbody> </table>	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	9,098,707.	8,658,762.	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.	b Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>0.</u>			17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4,862,294.	4,487,897.	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	13,961,001.	13,146,659.	19 Revenue less expenses. Subtract line 18 from line 12	68,637.	1,035,858.
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Net Assets or Fund Balances		<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Beginning of Current Year</th> <th>End of Year</th> </tr> </thead> <tbody> <tr> <td>20 Total assets (Part X, line 16)</td> <td style="text-align: right;">15,806,428.</td> <td style="text-align: right;">15,665,539.</td> </tr> <tr> <td>21 Total liabilities (Part X, line 26)</td> <td style="text-align: right;">12,838,102.</td> <td style="text-align: right;">11,661,355.</td> </tr> <tr> <td>22 Net assets or fund balances. Subtract line 21 from line 20</td> <td style="text-align: right;">2,968,326.</td> <td style="text-align: right;">4,004,184.</td> </tr> </tbody> </table>		Beginning of Current Year	End of Year	20 Total assets (Part X, line 16)	15,806,428.	15,665,539.	21 Total liabilities (Part X, line 26)	12,838,102.	11,661,355.	22 Net assets or fund balances. Subtract line 21 from line 20	2,968,326.	4,004,184.												
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Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here Paid Preparer Use Only	Signature of officer <u>Peter Ciriello, Controller & CFO</u> Type or print name and title Print/Type preparer's name _____ Preparer's signature _____ Date _____ Check if self-employed <input type="checkbox"/> PTIN _____ Firm's name ▶ _____ Firm's address ▶ _____ Phone no. _____	Date <u>5/14/2021</u>
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May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

34th Street Partnership, Inc.

34th Street Partnership, Inc.

REVENUE	FY19 Board- Approved Budget	FY19 Actual Expenses	FY20 Board- Approved Budget	Approved/Actual Budget Variance <small>Will auto-fill</small>	
				\$	%
Assessment Revenue	\$ 12,320,000.00	\$ 12,320,000.00	\$ 13,000,000.00	\$ -	0.00%
Contracts (ex. plaza maintenance, concessions, etc.)	\$ 1,914,000.00	\$ 838,921.00	\$ 965,000.00	\$ (1,075,079.00)	-56.17%
Contributions	\$ 247,000.00	\$ 242,967.00	\$ 244,000.00	\$ (4,033.00)	-1.63%
Fundraising, Private Grants, and Special Events	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Government Grants	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Program Service Revenue (ex. banners, parking lots, trash cans, user rights)	\$ 529,000.00	\$ 583,263.00	\$ 519,000.00	\$ 54,263.00	10.26%
Interest Income	\$ 5,000.00	\$ 41,903.00	\$ 25,000.00	\$ 36,903.00	738.06%
Miscellaneous	\$ 10,000.00	\$ 2,584.00	\$ 10,000.00	\$ (7,416.00)	-74.16%
TOTAL REVENUE	\$ 15,025,000.00	\$ 14,029,638.00	\$ 14,763,000.00	\$ (995,362.00)	-6.62%
EXPENSES	FY19 Board- Approved Budget	FY19 Actual Expenses	FY20 Board- Approved Budget	Approved/Actual Budget Variance <small>Will auto-fill</small>	
				\$	%
Program Expenses:					
Sanitation	\$ 4,341,000.00	\$ 3,975,551.00	\$ 4,355,000.00	\$ (365,449.00)	-8.42%
Public Safety	\$ 2,858,000.00	\$ 2,668,152.00	\$ 2,801,000.00	\$ (189,848.00)	-6.64%
Marketing and Special Events	\$ 483,000.00	\$ 442,386.00	\$ 444,000.00	\$ (40,614.00)	-8.41%
Holiday Lighting	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Beautification and Horticulture	\$ 763,000.00	\$ 927,214.00	\$ 753,000.00	\$ 164,214.00	21.52%
Streetscape and Repairs	\$ 1,264,000.00	\$ 1,247,786.00	\$ 1,280,000.00	\$ (16,214.00)	-1.28%
Other Services (ex. business services, social services, etc.)	\$ 1,150,000.00	\$ 1,012,981.00	\$ 1,050,000.00	\$ (137,019.00)	-11.91%
General & Administrative Expenses:					
Administration: Salaries and Payroll	\$ 871,685.00	\$ 901,393.00	\$ 914,040.00	\$ 29,708.00	3.41%
Administration: Outside Contractors	\$ 84,000.00	\$ 66,271.00	\$ 71,000.00	\$ (17,729.00)	-21.11%
Administration: Insurance	\$ 75,000.00	\$ 67,009.00	\$ 80,000.00	\$ (7,991.00)	-10.65%
Administration: Rent and Utilities	\$ 99,250.00	\$ 102,285.00	\$ 106,000.00	\$ 3,035.00	3.06%
Administration: Supplies and Equipment	\$ 17,500.00	\$ 12,220.00	\$ 14,000.00	\$ (5,280.00)	-30.17%
Administration: Miscellaneous G&A	\$ 62,565.00	\$ 147,067.00	\$ 72,960.00	\$ 84,502.00	135.06%
Administration: Subtotal (will auto fill from cells above)	\$ 1,210,000.00	\$ 1,296,245.00	\$ 1,258,000.00	\$ 86,245.00	7.13%
<i>Please write other expense items in the green spaces below</i>					
Park and public plaza management	\$ 990,000.00	\$ 888,595.00	\$ 887,000.00	\$ (101,405.00)	-10.24%
Depreciation and amortization - not included in budget	\$ -	\$ 1,032,141.00	\$ -	\$ 1,032,141.00	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL PROGRAM EXPENSES	\$ 13,059,000.00	\$ 13,491,051.00	\$ 12,828,000.00	\$ 432,051.00	3.31%
Capital Expenses:					
Capital Improvements	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Other Expenses:					
Debt Service Expense	\$ 1,966,000.00	\$ 1,934,950.00	\$ 1,935,000.00	\$ (31,050.00)	-1.58%
TOTAL EXPENSES	\$ 15,025,000.00	\$ 15,426,001.00	\$ 14,763,000.00	\$ 401,001.00	2.67%
Net Operating Surplus	\$ -	\$ (1,396,363.00)	\$ -	\$ (1,396,363.00)	#DIV/0!
Add back bond principal retirement		\$ 1,465,000.00			
Increase in net assets per 6/30/19 financial statements		\$ 68,637.00			

34TH STREET PARTNERSHIP, INC.

Statement of Activities

Year ended June 30, 2019

(with summarized financial information for the year ended June 30, 2018)

	<u>Operating and board- designated</u>	<u>Bond- financed activity</u>	<u>District improvements</u>	<u>2019 total</u>	<u>2018 total</u>
Revenue and other support:					
Assessments (notes 1 and 6)	\$ 12,320,000	—	—	12,320,000	11,900,000
Contributions in lieu of assessment	242,967	—	—	242,967	238,728
Parks revenue	838,921	—	—	838,921	1,411,786
Other program service revenue	583,263	—	—	583,263	601,002
Interest	37,430	4,473	—	41,903	15,481
Other revenue	2,584	—	—	2,584	7,968
Total revenue and other support	<u>14,025,165</u>	<u>4,473</u>	<u>—</u>	<u>14,029,638</u>	<u>14,174,965</u>
Expenses:					
Program services:					
Capital projects	1,717,739	(70,873)	1,097,194	2,744,060	2,924,653
Security	2,183,713	—	—	2,183,713	2,213,805
Sanitation	3,587,547	—	—	3,587,547	3,545,801
Visitor services	384,192	—	—	384,192	396,153
Taxi stands	484,439	—	—	484,439	437,682
Special maintenance	388,004	—	—	388,004	411,981
Public events	187,147	—	—	187,147	170,602
Retail services	301,501	—	—	301,501	313,335
Promotion	255,239	—	—	255,239	279,775
Design	327,288	—	—	327,288	348,274
Horticulture	927,214	—	—	927,214	687,605
Parks management	894,412	—	—	894,412	852,503
Total program services	<u>11,638,435</u>	<u>(70,873)</u>	<u>1,097,194</u>	<u>12,664,756</u>	<u>12,582,169</u>
Supporting services:					
Management and general	<u>1,296,245</u>	<u>—</u>	<u>—</u>	<u>1,296,245</u>	<u>1,299,330</u>
Total expenses	<u>12,934,680</u>	<u>(70,873)</u>	<u>1,097,194</u>	<u>13,961,001</u>	<u>13,881,499</u>
Increase (decrease) in net assets before transfers	1,090,485	75,346	(1,097,194)	68,637	293,466
Transfer – bond principal retired	(1,465,000)	1,465,000	—	—	—
Transfer – district improvements acquired	—	(362,309)	362,309	—	—
Increase (decrease) in net assets	(374,515)	1,178,037	(734,885)	68,637	293,466
Net assets (deficit) at beginning of year	<u>157,359</u>	<u>(9,978,960)</u>	<u>12,721,290</u>	<u>2,899,689</u>	<u>2,606,223</u>
Net assets (deficit) at end of year	<u>\$ (217,156)</u>	<u>(8,800,923)</u>	<u>11,986,405</u>	<u>2,968,326</u>	<u>2,899,689</u>

See accompanying notes to financial statements.

Extended to May 15, 2020

Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018Open to Public
Inspection**A** For the 2018 calendar year, or tax year beginning **JUL 1, 2018** and ending **JUN 30, 2019****B** Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization**34th Street Partnership, Inc.**

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

1065 Avenue of the Americas

Room/suite

2400

City or town, state or province, country, and ZIP or foreign postal code

New York, NY 10018**F** Name and address of principal officer: **Daniel A. Biederman**

same as C above

D Employer identification number**13-3629973****E** Telephone number**212-719-3434****G** Gross receipts \$ **14,029,638.****H(a)** Is this a group returnfor subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

H(c) Group exemption number ▶**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: ▶ **www.34thstreet.org****K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶**L** Year of formation: **1991** **M** State of legal domicile: **NY****Part I Summary**

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: Improve the commercial and physical environment within New York City's 34th Street district by			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a)	53	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	51	
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	223	
	6	Total number of volunteers (estimate if necessary)	54	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.	
7b	Net unrelated business taxable income from Form 990-T, line 38	0.		
Revenue	8	Contributions and grants (Part VIII, line 1h)	238,728.	242,967.
	9	Program service revenue (Part VIII, line 2g)	13,920,756.	13,744,768.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	15,481.	41,903.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	0.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	14,174,965.	14,029,638.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	9,067,783.	9,098,707.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.		
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4,813,716.	4,862,294.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	13,881,499.	13,961,001.
19	Revenue less expenses. Subtract line 18 from line 12	293,466.	68,637.	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	16,691,049.	15,806,428.
	21	Total liabilities (Part X, line 26)	13,791,360.	12,838,102.
	22	Net assets or fund balances. Subtract line 21 from line 20	2,899,689.	2,968,326.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	Peter Ciriello, Controller & CFO	5/14/2020			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN
	Firm's name ▶	Firm's EIN ▶	Phone no.		

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

34th Street Partnership, Inc.

34th Street Partnership, Inc.

REVENUE	FY18 Board- Approved Budget	FY18 Actual Expenses	FY19 Board- Approved Budget	Approved/Actual Budget Variance <small>will auto-fill</small>	
				\$	%
Assessment Revenue	\$ 11,900,000.00	\$ 11,900,000.00	\$ 12,320,000.00	\$ -	0.00%
Contracts (ex. plaza maintenance, concessions, etc.)	\$ 1,559,000.00	\$ 1,411,786.00	\$ 1,914,000.00	\$ (147,214.00)	-9.44%
Contributions	\$ 238,000.00	\$ 238,728.00	\$ 247,000.00	\$ 728.00	0.31%
Fundraising, Private Grants, and Special Events	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Government Grants	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Program Service Revenue (ex. banners, parking lots, trash cans, user rights)	\$ 532,000.00	\$ 601,002.00	\$ 529,000.00	\$ 69,002.00	12.97%
Interest Income	\$ 2,000.00	\$ 15,481.00	\$ 5,000.00	\$ 13,481.00	674.05%
Miscellaneous	\$ 10,000.00	\$ 7,968.00	\$ 10,000.00	\$ (2,032.00)	-20.32%
TOTAL REVENUE	\$ 14,241,000.00	\$ 14,174,965.00	\$ 15,025,000.00	\$ (66,035.00)	-0.46%
EXPENSES	FY18 Board- Approved Budget	FY18 Actual Expenses	FY19 Board- Approved Budget	Approved/Actual Budget Variance <small>will auto-fill</small>	
				\$	%
Program Expenses:					
Sanitation	\$ 4,172,000.00	\$ 3,957,782.00	\$ 4,341,000.00	\$ (214,218.00)	-5.13%
Public Safety	\$ 2,723,000.00	\$ 2,651,487.00	\$ 2,858,000.00	\$ (71,513.00)	-2.63%
Marketing and Special Events	\$ 400,000.00	\$ 450,377.00	\$ 483,000.00	\$ 50,377.00	12.59%
Holiday Lighting	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Beautification and Horticulture	\$ 730,000.00	\$ 687,605.00	\$ 763,000.00	\$ (42,395.00)	-5.81%
Streetscape and Repairs	\$ 1,055,000.00	\$ 1,389,431.00	\$ 1,264,000.00	\$ 334,431.00	31.70%
Other Services (ex. business services, social services, etc.)	\$ 1,040,000.00	\$ 1,057,762.00	\$ 1,150,000.00	\$ 17,762.00	1.71%
General & Administrative Expenses:					
Administration: Salaries and Payroll	\$ 936,759.00	\$ 912,661.00	\$ 871,685.00	\$ (24,098.00)	-2.57%
Administration: Outside Contractors	\$ 108,000.00	\$ 110,609.00	\$ 84,000.00	\$ 2,609.00	2.42%
Administration: Insurance	\$ 71,000.00	\$ 63,275.00	\$ 75,000.00	\$ (7,725.00)	-10.88%
Administration: Rent and Utilities	\$ 44,000.00	\$ 106,840.00	\$ 99,250.00	\$ 62,840.00	142.82%
Administration: Supplies and Equipment	\$ 20,000.00	\$ 19,217.00	\$ 17,500.00	\$ (783.00)	-3.92%
Administration: Miscellaneous G&A	\$ 40,241.00	\$ 64,195.00	\$ 62,565.00	\$ 23,954.00	59.53%
Administration: Subtotal (will auto fill from cells above)	\$ 1,220,000.00	\$ 1,276,797.00	\$ 1,210,000.00	\$ 56,797.00	4.66%
<i>Please write other expense items in the green spaces below</i>					
Park and public plaza management	\$ 935,000.00	\$ 841,424.00	\$ 990,000.00	\$ (93,576.00)	-10.01%
Depreciation and amortization - not included in budget	\$ -	\$ 1,041,384.00	\$ -	\$ 1,041,384.00	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL PROGRAM EXPENSES	\$ 12,275,000.00	\$ 13,354,049.00	\$ 13,059,000.00	\$ 1,079,049.00	8.79%
Capital Expenses:					
Capital Improvements	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Other Expenses:					
Debt Service Expense	\$ 1,966,000.00	\$ 1,937,450.00	\$ 1,966,000.00	\$ (28,550.00)	-1.45%
TOTAL EXPENSES	\$ 14,241,000.00	\$ 15,291,499.00	\$ 15,025,000.00	\$ 1,050,499.00	7.38%
Net Operating Surplus	\$ -	\$ (1,116,534.00)	\$ -	\$ (1,116,534.00)	#DIV/0!
Add back bond principal retirement		\$ 1,410,000.00			
Increase in net assets per 6/30/18 financial statements		\$ 293,466.00			

34TH STREET PARTNERSHIP, INC.

Statement of Activities

Year ended June 30, 2018

(With summarized financial information for the year ended June 30, 2017)

	Operating and board- designated	Bond- financed activity	District improvements	2018 Total	2017 Total
Revenue and other support:					
Assessments (notes 1 and 4):	\$ 11,900,000	—	—	11,900,000	10,885,000
Contributions in lieu of assessment	238,728	—	—	238,728	218,388
Parks revenue	1,411,786	—	—	1,411,786	1,542,253
Other program service revenue	601,002	—	—	601,002	844,455
Interest	14,298	1,183	—	15,481	2,622
Other revenue	7,968	—	—	7,968	8,215
Total revenue and other support	14,173,782	1,183	—	14,174,965	13,500,933
Expenses:					
Program services:					
Capital projects	1,916,881	(70,870)	1,078,642	2,924,653	3,185,513
Security	2,213,805	—	—	2,213,805	2,130,198
Sanitation	3,545,801	—	—	3,545,801	3,208,154
Visitor services	396,153	—	—	396,153	366,088
Taxi stands	437,682	—	—	437,682	319,917
Special maintenance	411,981	—	—	411,981	370,399
Public events	170,602	—	—	170,602	136,047
Retail services	313,335	—	—	313,335	341,238
Promotion	279,775	—	—	279,775	270,329
Design	348,274	—	—	348,274	332,768
Horticulture	687,605	—	—	687,605	716,454
Parks management	852,503	—	—	852,503	1,196,515
Total program services	11,574,397	(70,870)	1,078,642	12,582,169	12,573,620
Supporting services:					
Management and general	1,299,330	—	—	1,299,330	1,200,634
Total expenses	12,873,727	(70,870)	1,078,642	13,881,499	13,774,254
Increase (decrease) in net assets before transfers	1,300,055	72,053	(1,078,642)	293,466	(273,321)
Transfer – bond principal retired	(1,410,000)	1,410,000	—	—	—
Transfer – district improvements acquired	—	(238,491)	238,491	—	—
Increase (decrease) in net assets	(109,945)	1,243,562	(840,151)	293,466	(273,321)
Net assets (deficit) at beginning of year	267,304	(11,222,522)	13,561,441	2,606,223	2,879,544
Net assets (deficit) at end of year	\$ 157,359	(9,978,960)	12,721,290	2,899,689	2,606,223

See accompanying notes to financial statements.

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

2017Open to Public
Inspection

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.A For the 2017 calendar year, or tax year beginning **JUL 1, 2017** and ending **JUN 30, 2018**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization 34th Street Partnership, Inc.		D Employer identification number 13-3629973
	Doing business as		E Telephone number 212-719-3434
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 14,174,965.
	1065 Avenue of the Americas	2400	H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	City or town, state or province, country, and ZIP or foreign postal code New York, NY 10018		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
F Name and address of principal officer: Daniel A. Biederman same as C above			H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: ▶ www.34thstreet.org			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			L Year of formation: 1991 M State of legal domicile: NY

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>Improve the commercial and physical environment within the 34th Street district, in Manhattan,</u>		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	53
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	51
	5	Total number of individuals employed in calendar year 2017 (Part V, line 2a)	5	212
	6	Total number of volunteers (estimate if necessary)	6	52
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	64,886.
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 219,388.	Current Year 238,728.
	9	Program service revenue (Part VIII, line 2g)	13,271,708.	13,920,756.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	2,622.	15,481.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	7,215.	0.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	13,500,933.	14,174,965.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	8,487,593.	9,067,783.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	5,286,661.	4,813,716.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	13,774,254.	13,881,499.
	19	Revenue less expenses. Subtract line 18 from line 12	-273,321.	293,466.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 17,891,754.	End of Year 16,691,049.
	21	Total liabilities (Part X, line 26)	15,285,531.	13,791,360.
	22	Net assets or fund balances. Subtract line 21 from line 20	2,606,223.	2,899,689.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer		Date	
	Peter Ciriello, Controller & CFO			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed <input type="checkbox"/> PTIN
	Firm's name ▶	Firm's EIN ▶		
	Firm's address ▶	Phone no.		

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

34th Street Partnership, Inc.

34th Street Partnership, Inc.

REVENUE	FY17 Board- Approved Budget	FY17 Actual Expenses	FY18 Board- Approved Budget	Approved/Actual Budget \$	Variance Will auto-fill %
Assessment Revenue	\$ 10,885,000.00	\$ 10,885,000.00	\$ 11,900,000.00	\$ -	0.00%
Contracts (ex. plaza maintenance, concessions, etc.)	\$ 1,230,000.00	\$ 1,552,602.00	\$ 1,559,000.00	\$ 322,602.00	26.23%
Contributions	\$ 219,000.00	\$ 218,388.00	\$ 238,000.00	\$ (612.00)	-0.28%
Fundraising and Special Events	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Government Grants	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Program Service Revenue (ex. banners, parking lots, trash cans, user rights)	\$ 587,000.00	\$ 834,106.00	\$ 532,000.00	\$ 247,106.00	42.10%
Interest income	\$ 2,000.00	\$ 2,622.00	\$ 2,000.00	\$ 622.00	31.10%
Miscellaneous	\$ 10,000.00	\$ 8,215.00	\$ 10,000.00	\$ (1,785.00)	-17.85%
TOTAL REVENUE	\$ 12,933,000.00	\$ 13,500,933.00	\$ 14,241,000.00	\$ 567,933.00	4.39%
EXPENSES	FY17 Board- Approved Budget	FY17 Actual Expenses	FY18 Board- Approved Budget	Approved/Actual Budget \$	Variance Will auto-fill %
Program Expenses:					
Sanitation	\$ 3,619,000.00	\$ 3,578,553.00	\$ 4,172,000.00	\$ (40,447.00)	-1.12%
Public Safety	\$ 2,426,000.00	\$ 2,450,115.00	\$ 2,723,000.00	\$ 24,115.00	0.99%
Marketing, Special Events, Holiday Lighting	\$ 370,000.00	\$ 406,376.00	\$ 400,000.00	\$ 36,376.00	9.83%
Beautification and Horticulture	\$ 711,000.00	\$ 716,454.00	\$ 730,000.00	\$ 5,454.00	0.77%
Streetscape and Repairs	\$ 925,000.00	\$ 1,600,204.00	\$ 1,055,000.00	\$ 675,204.00	73.00%
Other Services (ex. business services, social services, etc.)	\$ 1,026,000.00	\$ 1,115,704.00	\$ 1,040,000.00	\$ 89,704.00	8.74%
Administration (ex. salaries, rent, supplies, outside contractors, insurance, etc.)	\$ 1,102,000.00	\$ 1,180,859.00	\$ 1,220,000.00	\$ 78,859.00	7.16%
<i>Please write other expense items in the green spaces below</i>					
Park and public plaza management	\$ 788,000.00	\$ 1,089,023.00	\$ 935,000.00	\$ 301,023.00	38.20%
Depreciation - not included in budget	\$ -	\$ 1,047,941.00	\$ -	\$ 1,047,941.00	#DIV/0!
		\$ -	\$ -	\$ -	#DIV/0!
		\$ -	\$ -	\$ -	#DIV/0!
		\$ -	\$ -	\$ -	#DIV/0!
TOTAL PROGRAM EXPENSES	\$ 10,967,000.00	\$ 13,185,229.00	\$ 12,275,000.00	\$ 2,218,229.00	20.23%
Capital Expenses:					
Capital Improvements	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Other Expenses:					
Debt Service Expense	\$ 1,966,000.00	\$ 1,924,025.00	\$ 1,966,000.00	\$ (41,975.00)	-2.14%
TOTAL EXPENSES	\$ 12,933,000.00	\$ 15,109,254.00	\$ 14,241,000.00	\$ 2,176,254.00	16.83%
Net Operating Surplus	\$ -	\$ (1,608,321.00)	\$ -	\$ (1,608,321.00)	#DIV/0!
Add back bond principal retirement		\$ 1,335,000.00			
Decrease in net assets per 6/30/17 financial statements		\$ (273,321.00)			

34TH STREET PARTNERSHIP, INC.

Statement of Activities

Year ended June 30, 2017

(with summarized financial information for the year ended June 30, 2016)

	Operating and board- designated	Bond- financed activity	District improvements	2017 total	2016 total
Revenue and other support:					
Assessments (notes 1 and 4):	\$ 10,885,000	—	—	10,885,000	10,885,000
Contributions in lieu of assessment	218,388	—	—	218,388	231,476
Parks revenue	1,542,253	—	—	1,542,253	886,086
Other program service revenue	844,455	—	—	844,455	450,407
Interest	2,407	215	—	2,622	7,482
Other revenue	8,215	—	—	8,215	2,152
Total revenue and other support	13,500,718	215	—	13,500,933	12,462,603
Expenses:					
Program services:					
Capital projects	2,189,229	(70,870)	1,067,154	3,185,513	2,716,799
Security	2,130,198	—	—	2,130,198	2,080,139
Sanitation	3,208,154	—	—	3,208,154	2,987,100
Visitor services	366,088	—	—	366,088	397,864
Taxi stands	319,917	—	—	319,917	309,814
Special maintenance	370,399	—	—	370,399	359,750
Public events	136,047	—	—	136,047	157,314
Retail services	341,238	—	—	341,238	344,612
Promotion	270,329	—	—	270,329	209,200
Design	332,768	—	—	332,768	305,878
Horticulture	716,454	—	—	716,454	671,099
Parks management	1,196,515	—	—	1,196,515	771,554
Total program services	11,577,336	(70,870)	1,067,154	12,573,620	11,311,123
Supporting services:					
Management and general	1,200,634	—	—	1,200,634	1,105,758
Total expenses	12,777,970	(70,870)	1,067,154	13,774,254	12,416,881
Increase (decrease) in net assets before transfers	722,748	71,085	(1,067,154)	(273,321)	45,722
Transfer – bond principal retired	(1,335,000)	1,335,000	—	—	—
Transfer – district improvements acquired	—	(1,810,103)	1,810,103	—	—
Increase (decrease) in net assets	(612,252)	(404,018)	742,949	(273,321)	45,722
Net assets (deficit) at beginning of year	879,556	(10,818,504)	12,818,492	2,879,544	2,833,822
Net assets (deficit) at end of year	\$ 267,304	(11,222,522)	13,561,441	2,606,223	2,879,544

See accompanying notes to financial statements.

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.
▶ Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2016

Open to Public
Inspection

A For the 2016 calendar year, or tax year beginning **JUL 1, 2016** and ending **JUN 30, 2017**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization 34th Street Partnership, Inc.		D Employer identification number 13-3629973
	Doing business as		E Telephone number 212-719-3434
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 13,500,933.
	1065 Avenue of the Americas	2400	H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	City or town, state or province, country, and ZIP or foreign postal code New York, NY 10018		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No
F Name and address of principal officer: Daniel A. Biederman same as C above			H(c) Group exemption number ▶
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: ▶ www.34thstreet.org			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			L Year of formation: 1991 M State of legal domicile: NY

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: Improve the commercial and physical environment within the 34th Street district by providing			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a)	49	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	47	
	5	Total number of individuals employed in calendar year 2016 (Part V, line 2a)	214	
	6	Total number of volunteers (estimate if necessary)	53	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.	
7b	Net unrelated business taxable income from Form 990-T, line 34	0.		
Revenue			Prior Year	Current Year
	8	Contributions and grants (Part VIII, line 1h)	231,476.	219,388.
	9	Program service revenue (Part VIII, line 2g)	12,221,493.	13,271,708.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	7,482.	2,622.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	2,152.	7,215.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12,462,603.	13,500,933.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	7,904,398.	8,487,593.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25)	0.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4,512,483.	5,286,661.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	12,416,881.	13,774,254.
	19	Revenue less expenses. Subtract line 18 from line 12	45,722.	-273,321.
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	19,522,489.	17,891,754.
	21	Total liabilities (Part X, line 26)	16,642,945.	15,285,531.
22	Net assets or fund balances. Subtract line 21 from line 20	2,879,544.	2,606,223.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer		Date
	Peter Ciriello, Controller & CFO		5/11/18
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date
	Firm's name	Firm's EIN	Check <input type="checkbox"/> if self-employed
	Firm's address	Phone no.	PTIN

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

34th Street Partnership, Inc.

REVENUE	FY16 Board- Approved Budget	FY16 Actual Budget	FY17 Board- Approved Budget	Approved/Actual Budget Variance <small>Will auto-fill</small>	
				\$	%
Assessment Revenue	\$ 10,885,000.00	\$ 10,885,000.00	\$ 10,885,000.00	\$ -	0.00%
Contracts	\$ 850,000.00	\$ 886,086.00	\$ 865,000.00	\$ 36,086.00	4.25%
Contributions	\$ 232,000.00	\$ 231,476.00	\$ 219,000.00	\$ (524.00)	-0.23%
Fundraising and Special Events	\$ 150,000.00	\$ -	\$ 365,000.00	\$ (150,000.00)	-100.00%
Government Grants	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Program Service Revenue (ex. Plaza revenue, banner revenue, etc.)	\$ 500,000.00	\$ 450,407.00	\$ 589,000.00	\$ (49,593.00)	-9.92%
Interest income	\$ 7,500.00	\$ 7,482.00	\$ 7,500.00	\$ (18.00)	-0.24%
Miscellaneous	\$ 2,500.00	\$ 2,152.00	\$ 2,500.00	\$ (348.00)	-13.92%
TOTAL REVENUE	\$ 12,627,000.00	\$ 12,462,603.00	\$ 12,933,000.00	\$ (164,397.00)	-1.30%
EXPENSES	FY16 Board- Approved Budget	FY16 Actual Budget	FY17 Board- Approved Budget	Approved/Actual Budget Variance <small>Will auto-fill</small>	
				\$	%
Program Expenses:					
Sanitation	\$ 3,468,000.00	\$ 3,345,995.00	\$ 3,619,000.00	\$ (122,005.00)	-3.52%
Public Safety	\$ 2,270,000.00	\$ 2,389,953.00	\$ 2,426,000.00	\$ 119,953.00	5.28%
Marketing, Special Events, Holiday Lighting	\$ 664,000.00	\$ 711,126.00	\$ 694,000.00	\$ 47,126.00	7.10%
Beautification and Horticulture	\$ 702,000.00	\$ 671,099.00	\$ 711,000.00	\$ (30,901.00)	-4.40%
Streetscape and Repairs	\$ 1,009,000.00	\$ 1,162,820.00	\$ 925,000.00	\$ 153,820.00	15.24%
Other Services (ex. Business services, social services, etc.)	\$ 636,000.00	\$ 703,742.00	\$ 702,000.00	\$ 67,742.00	10.65%
Administration (ex. Salaries, rent, supplies, outside contractors, insurance, etc.)	\$ 1,111,000.00	\$ 1,074,330.00	\$ 1,102,000.00	\$ (36,670.00)	-3.30%
<i>Please write other expense items in the green spaces below</i>					
Parks and public plaza management	\$ 801,000.00	\$ 748,267.00	\$ 788,000.00	\$ (52,733.00)	-6.58%
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Less:					
Transfers from debt-financed project fund for improvements	\$ -	\$ (1,395,234.00)	\$ -	\$ (1,395,234.00)	#DIV/0!
	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL PROGRAM EXPENSES	\$ 10,661,000.00	\$ 9,412,098.00	\$ 10,967,000.00	\$ (1,248,902.00)	-11.71%
Capital Expenses:					
Capital Improvements	\$ -	\$ 1,395,234.00	\$ -	\$ 1,395,234.00	#DIV/0!
Other Expenses:					
Debt Service Expense	\$ 1,966,000.00	\$ 1,938,200.00	\$ 1,966,000.00		
TOTAL EXPENSES	\$ 12,627,000.00	\$ 12,745,532.00	\$ 12,933,000.00		
Net Operating Surplus	\$ -	\$ (282,929.00)	\$ -	\$ (282,929.00)	#DIV/0!

Add:	
Retirement of bond principal	\$ 1,290,000.00
	\$ 1,007,071.00
Less:	
Depreciation - budget is prepared on a cash basis	\$ (961,349.00)
Increase in net assets per GAAP Statement of Activities	\$ 45,722.00

34TH STREET PARTNERSHIP, INC.

Statement of Activities

Year ended June 30, 2016

(with summarized financial information for the year ended June 30, 2015)

	Operating and board- designated	Bond- financed activity	District improvements	2016 total	2015 total
Revenue and other support:					
Assessments (notes 1 and 4):	\$ 10,885,000	—	—	10,885,000	10,882,612
Contributions in lieu of assessment	231,476	—	—	231,476	232,101
Parks revenue	886,086	—	—	886,086	1,058,719
Other program service revenue	450,407	—	—	450,407	507,051
Interest	7,104	378	—	7,482	7,938
Other revenue	2,152	—	—	2,152	6,527
Total revenue and other support	12,462,225	378	—	12,462,603	12,694,948
Expenses:					
Program services:					
Capital projects	1,811,020	(70,870)	976,649	2,716,799	2,858,248
Security	2,080,139	—	—	2,080,139	2,004,500
Sanitation	2,987,100	—	—	2,987,100	3,017,605
Visitor services	397,864	—	—	397,864	375,669
Taxi stands	309,814	—	—	309,814	292,040
Special maintenance	359,750	—	—	359,750	324,700
Public events	157,314	—	—	157,314	154,422
Retail services	344,612	—	—	344,612	311,215
Promotion	209,200	—	—	209,200	212,683
Design	305,878	—	—	305,878	245,823
Horticulture	671,099	—	—	671,099	699,356
Parks management	771,554	—	—	771,554	691,782
Total program services	10,405,344	(70,870)	976,649	11,311,123	11,188,043
Supporting services:					
Management and general	1,105,758	—	—	1,105,758	1,105,908
Total expenses	11,511,102	(70,870)	976,649	12,416,881	12,293,951
Increase (decrease) in net assets before transfers	951,123	71,248	(976,649)	45,722	400,997
Transfer – bond principal retired	(1,290,000)	1,290,000	—	—	—
Transfer – district improvements acquired	—	(1,395,234)	1,395,234	—	—
Increase (decrease) in net assets	(338,877)	(33,986)	418,585	45,722	400,997
Net assets (deficit) at beginning of year	1,218,433	(10,784,518)	12,399,907	2,833,822	2,432,825
Net assets (deficit) at end of year	\$ 879,556	(10,818,504)	12,818,492	2,879,544	2,833,822

See accompanying notes to financial statements.

Extended to May 15, 2017

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2015

Open to Public
Inspection

A For the 2015 calendar year, or tax year beginning **JUL 1 ' 2015** and ending **JUN 30 ' 2016**

B Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization

34th Street Partnership, Inc.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

1065 Avenue of the Americas

Room/suite

2400

City or town, state or province, country, and ZIP or foreign postal code

New York, NY 10018

F Name and address of principal officer: **Daniel A. Biederman**
same as C above

D Employer identification number

13-3629973

E Telephone number

212-719-3434

G Gross receipts \$ **12'462'603.**

H(a) Is this a group return

for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

H(c) Group exemption number

1 Tax-exempt status: ☒ 501(c)(3) ☐ 501(c)() (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: **www.34thstreet.org**

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: **1991** **M** State of legal domicile: **NY**

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: Improve the commercial and physical environment within the 34th Street district by providing		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	49
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	48
	5	Total number of individuals employed in calendar year 2015 (Part V, line 2a)	5	198
	6	Total number of volunteers (estimate if necessary)	6	53
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	0.
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	232'101.	231'476.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	12,454'909.	12'221'493.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	7'938.	7'482.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	0.	2'152.
	12		12,694'948.	12'462'603.
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	7,977,221.	7'904'398.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25)	0.	0.
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	4'316'730.	4'512,483.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	12,293'951.	12'416'881.
	19	Revenue less expenses. Subtract line 18 from line 12	400'997.	45'722.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	20'324'016.	19'522'489.
	22	Net assets or fund balances. Subtract line 21 from line 20	17'490'194.	16'642'945.
			2'833'822.	2'879'544.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date
	Peter Ciriello, Controller & CFO	
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature
	Firm's name	Firm's EIN
	Firm's address	Phone no.

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No



March 6, 2023

The Honorable Brad Lander
Comptroller of the City of New York
One Centre Street
New York, New York 10007

Dear Comptroller Lander:

Thank you very much for providing us with a draft of your "Analysis of the Financial and Operating Practices of Business Improvement Districts-Fiscal Year 2020" (SR21-094S | February 28, 2023). While each business improvement district (BID) is unique, it was good to see how we compare to BIDs of similar size. We appreciated the time that Ms. Amy Man took to go over the results of the draft report with us on January 24, 2023. We take fiscal responsibility seriously, and we respect your office's diligence in reviewing the finances of our organization.

I would like to take this opportunity to respond to the report and add context to the analysis. I wish to specifically address each of the two areas of concern highlighted by your office. I believe this report and our responses will be mutually beneficial as we move forward.

Each BID is different and has unique concerns. We have an engaged representative from the Comptroller's Office on our Board of Directors, who sits on our Finance Committee as well. We understand, as outlined in the "Introduction" of the report, that this representative was not involved in conducting this analysis or in the drafting of this report. We believe that by omitting this individual from this process, you forfeited the opportunity to get a more nuanced and accurate picture of the priorities and focus of our district. Also, your report was solely based on public documents, like the SBS Trends report, our audited financial statements, and our IRS Form 990 ("Return of Organization Exempt from Income Tax"). Had we been given the opportunity to clarify that information, we could have explained certain items that were obscured by the narrow parameters of those individual reports. Additionally, "Category 6" looks at BIDs with total annual revenue of more than \$5 million. There is a huge difference between a \$5 million organization and a \$20 million organization. A comparison of BIDs with revenues greater than \$10 million would have provided a more apt comparison. I would suggest you consider some of these recommendations, so in the future, the report is more accurate and does not need to rely on addendums for a complete analysis.

I would now like to clarify your two areas of concern.

Recurring Annual Operating Deficits

The Times Square Alliance (the Alliance) had deficits in three of the five years reviewed. BIDs fill gaps between what the City provides and what the neighborhood needs. Times Square's stakeholders, via our organization, self-fund public amenities, supplemental clean and safe services, and provide free programming in the public realm. Our assessments are set with Council approval and require a lengthy process to be increased. Our annual budgets are prepared without knowledge of changed City service levels or policy changes.



During the deficit years, the minimum wage increased from \$9.00 per hour to \$15.00 per hour. We made a conscious decision to immediately increase the salaries beyond the minimum for the men and women who work tirelessly to keep Times Square clean and safe without waiting for a lengthy assessment increase process. When health care costs rose precipitously above projections, we continued to provide these comprehensive benefits without disproportionately increasing the cost to our workers. When the City cut sanitation services during these years, the Alliance increased sanitation services to fulfil our purpose of providing a clean, safe, and desirable destination. The Alliance also made a conscious decision to combat negative press coverage about Times Square by increasing our small, medium, and large-scale art projects, and the programming in, and maintenance of, the City's pedestrian plazas that we manage. These deficits were fully funded by our ample reserves, and we have incurred no debt. Unlike the majority of business improvement districts, approximately 35% of our budget is reliant on non-assessment revenues that we raise. This revenue has allowed us to replenish our reserves to 89% of our annual assessment or approximately seven (7) months of budgeted operations. We maintain these reserves so we can be sure we are providing the best experience for all those who live, work, and stay in Times Square.

Higher Salaries and Compensation to Key Employees Compared to BIDs in Same Revenue Category

Our discussion with Ms. Man revealed that this comment was based on a single individual's reported bonus in calendar year 2020. The total compensation for this individual was a combination of base salary plus bonus. The Alliance benchmarks this individual's total compensation by comparing the total compensation of the five largest BIDs and, in each case, this individual's total compensation has always been the lowest of the five. The bonus system allows us to contain structural costs and allows for more flexibility if needed. In calendar year 2020, due to a delay in the annual review and compensation adjustment, this individual received two bonuses for two separate fiscal year reviews (Fiscal 2019 and Fiscal 2020) causing the combined amount to be reported on the Form 990. Since 2021 we have built in a standard review of "Key Employee Compensation" for a special Executive Committee Session in August and September of each year to avoid this delay moving forward.

Again, the Alliance takes fiscal responsibility extremely seriously and appreciates the Office of the Comptroller for highlighting these issues.

We welcome any and all feedback from your office.

Thank you,

A handwritten signature in blue ink, appearing to read "Tom Harris", with a long, sweeping horizontal line extending to the right.

Tom Harris
President
Times Square Alliance

Cc: Commissioner Kevin Kim, NYC Small Business Services



Dear Ms. Hayes-Chaffe,

I am writing on behalf of the 165th Street Mall Improvement Association (Association) to dispute the findings of your report on Business Improvement District where you expressed concerns about our organization. Your reporting that the Association has “high administrative expenses and low program service expenses” is misleading and misrepresents the vital work that the Special Assessment District (SAD) performs. Please remember that the primary role of a SAD is to provide “supplemental” services to the District, a function that the 165th Street Mall has always performed very well.

Some of the reasons that the 165th Street Mall feels that the Comptroller’s concerns are unfounded include:

- The Association has consistently provided sanitation services to the District however, unlike other BIDs, the 165th Street Mall does not receive any sanitation services from the Department of Sanitation.
- Under the SAD contract with the Small Business Services, the SAD was designated to be supplementally responsible for the “minor repair” of the sidewalk brick. It is important to note that the 165th Street Mall did not install these bricks nor was it ever at fault for their failure, which occurred, for example, because of utility work in the sidewalks, frost heaves and the natural shifting of the earth.
- Consequently, costs for sanitation in the district, as well as the required general liability insurance policy, were much higher than is appropriate for a small, not-for-profit organization.
- This structure left the Association vulnerable to lawsuits and despite repeated, persistent request for relief from undue burden, the City has forced the 165th Street Mall to spend more money on insurance than any organization of its size.

In spite of these obstacles the Association has been able to:

- Increase their program services including promotional, security and increased sanitation coverage.
- Received a total of over \$110,000 in grants to be allocated towards program services in the past five (5) Fiscal Years.
- All budgets have been reviewed and approved by the Board of Directors which has always included a representative from your office.
- Always received outstanding contract evaluations from the Small Business Services which led to receiving the maximum contract renewals of five years intervals.

It is for these reasons, that the 165th Street Mall Improvement Association's respectfully request that the Comptroller's Office reevaluates these initial findings.

Thank you!

Sincerely,

A handwritten signature in black ink, appearing to read "Derek Irby".

Derek Irby

Executive Director



March 27, 2023

By Electronic Mail

City of New York Office of the Comptroller
David D. Dinkins Municipal Building
One Centre Street
New York, NY 10007

**Re: Draft Report on the Analysis of the Financial and Operating Practices of Business Improvement Districts
Fiscal Year 2020
SR21-094S**

To Whom It May Concern:

The statement below was composed in response to the above-referenced report, and we sincerely hope that it will be included and published as an addendum to the final report, as discussed at our exit conference of March 16, 2023, at 10:00 am.

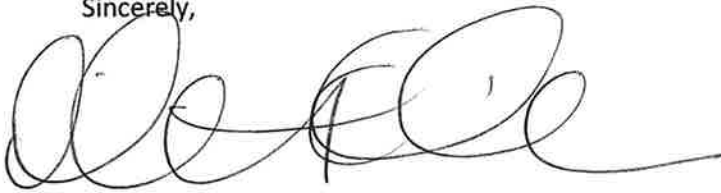
The Jamaica Center Improvement Association ("JCIA"), since its incorporation in 1979, has been operating under an outmoded form of contract created by state legislation in 1979, and subsequently held by NYC's Department of Small Business Services ("SBS"). Under this contract, JCIA was designated as a "SAD" or "Special Assessment District" and was responsible for supplemental sanitation and sidewalk maintenance within the district. This supplemental work included the "minor repair" of 32 block faces worth of sidewalk bricks. It is worth noting that JCIA did not install these bricks, nor was it ever at fault for their failure, which occurred, to cite a few examples, as a result of utility work in the sidewalks, frost heaves, and the natural shifting of the earth.

As a result of these responsibilities (notably not borne by any other BID in the city excepting 165th Street Mall), costs for providing sanitation in the district have been much higher than costs borne by JCIA's peer BIDs and are much higher than was or is appropriate for a small, not-for-profit organization. In addition, this structure predictably left JCIA vulnerable to lawsuits. Despite repeated, persistent requests for relief from this undue burden from various entities in the City over many decades, JCIA has been required to allocate over one third of its entire budget to pay for the general liability insurance policy required by its contract with SBS, in addition to paying out litigation premiums and deductibles. Further, JCIA's staff (usually no more than two people) was obligated to spend far more time on the administration related to managing lawsuits, thereby reducing the amount of time it had to focus on its true and stated mission of serving the community through programs and services that benefit the area's small businesses and property owners, among others. It is no wonder, then, that an imbalance resulted in the BID's budget between administrative costs and programming costs.

It is largely due to this highly flawed form of contract and the associated governing district plan that JCIA is now merging with the 165th Street Mall BID and Sutphin Boulevard BID. As a merged entity, the new Downtown Jamaica BID will not be responsible for any sidewalk repair, and that obligation for sidewalk repair and maintenance will finally be fully delegated to adjacent property owners as it is everywhere else in the city.

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Hirschhorn', with a long horizontal flourish extending to the right.

Michael Hirschhorn, President
Jamaica Center Improvement Association, Inc.

Cc: Jamaica Center Improvement Association, Inc. Board of Directors

Michael Hirschhorn, President
Aaron Schwartz, Vice President
Norman Fairweather, Treasurer
Michael Mattone, Secretary
Elena Barcenos, Member
Jerry Black, Member
Samantha Champagnie, Member
Daniel Kulka, Member
Sari Kulka, Member
Tricia Perreira, Member

Marjorie Landa, Director, Mayor's Office of Risk Management and Compliance
Doug Giuliano, Deputy Director, Audit Management, Mayor's Office of Risk Management and Compliance



Hudson Yards Hell's Kitchen Alliance
412 W 42nd Street, 3rd Floor
New York, NY 10036
212-239-1619

March 6th, 2023

Honorable Brad Lander
Office of the Comptroller
City of New York
David Dinkins Municipal Building
1 Center Street, 5th Floor
New York, NY 10007

Re: Analysis of the Financial and Operating Practices of Business Improvement Districts

I'm writing in response to the *Analysis of the Financial and Operating Practices of Business Improvement Districts Fiscal Year 2020 – Draft Report*. Several of the items pertaining to the Hudson Yards Hell's Kitchen Alliance (HYHK) were inaccurately reported and I would like to get our response on the record.

Table XVII indicates that HYHK had “Low Program Costs” and “High Admin Costs” in FY2020, as compared to the “Category Average.” There are three problems with these designations:

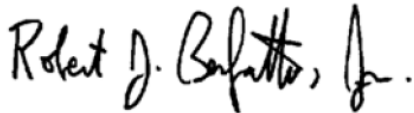
- 1) The report incorrectly assumes that all staff costs are administrative.** HYHK has three full-time field staff (two in FY20) whose jobs are 100% programmatic (they are gardeners). However, those costs are lumped in under Administrative Costs, an obvious error. Furthermore, HYHK allocates a portion of our office staff costs to programmatic expenses. For example, when our VP of Operations tours the district each day, he is supervising field staff, managing contractors, and planning program expenses. That is programmatic work. However, the report allocates all office staff costs to Administrative Expenses, which is not accurate.
- 2) The report did not take capital expenses into account.** The report correctly lists HYHK's FY20 Total Expenses as \$2,311,962. In the breakdown, it lists Administrative Costs as \$957,674 and Program Expenses as \$1,149,527. However, that only totals to \$2,107,201. It neglects the \$204,761 in Capital Expenses. Capital improvements are a core part of HYHK's operation and – for the purposes of this report – should be included as a Program Expense.
- 3) The report incorrectly allocated some program expenses as administrative expenses.** When HYHK reported FY20 financials to SBS, HYHK correctly reported the line items for “Program Consultants” and “Other” as Program Expenses. The program consultants included lawyers working on program-related contracts, not administrative matters (for example, a contract for a public art sculpture). The “Other” category

included parking fees for HYHK's utility vehicle (used for snow removal) as well as free public WiFi. Someone else manually swapped those line items out of Program Expenses and put them under Administrative Expenses, which is clearly incorrect.

Table XVI indicates that HYHK's FY20 assessment increase represented a particularly large portion of the citywide increase. Hudson Yards (the largest private development in the history of the United States) opened in the spring of 2019. So the assessment of this mega-site "hit the books" in FY20. HYHK's assessment will continue to increase as new buildings open. Those increases will allow HYHK to expand services for the visitors that these new buildings attract. In fact, the City Council unanimously approved an increase in HYHK's assessment cap in anticipation of this.

Thank you for the opportunity to respond to your draft report before it is released. If you have questions about, please do not hesitate to reach out to me directly at rjbenfatto@hyhkalliance.org or 212-239-1619 x1.

Sincerely,

A handwritten signature in black ink that reads "Robert J. Benfatto, Jr." with a stylized flourish at the end.

Robert J. Benfatto
President, HYHK

MEATPACKING DISTRICT

March 21, 2023

Honorable Brad Lander
Office of the Comptroller
City of New York
David N. Dinkins Municipal Building
1 Centre Street, 5th Floor
New York, NY 10007

Re: Analysis of the Financial and Operating Practices of Business Improvement Districts

Dear Comptroller Lander:

The Meatpacking District Management Association (MDMA) sincerely thanks you for the opportunity to respond to the “Analysis of Financial and Operating Practices of Business Improvement Districts.”

To begin, the financial analysis performed is fundamentally flawed due to its reliance on inconsistent and inadequate data sets contained in the *FY20 SBS BID Trends Report*. That report is not intended to provide detailed insights into the financial and operating practices of BIDs.

On page 6 of the SBS Trends report under the “How to Read and Use this Report,” it reads:

No BID is directly comparable to another BID. This report presents data by budget bracket and program area for comparison and should be treated as a guide.

The SBS Trends report also specifically noted that the COVID-19 pandemic “affected BID revenues, expenses, and program outputs in FY20. Many BIDs made necessary modifications to their budgets in spring 2020 to reflect the changing needs of their districts, and some programs like public events had to be cancelled.”

This aforementioned context is missing from the Comptroller’s Analysis Report.

To further clarify, the SBS Trends report is based on data provided to SBS as part of an email survey that requires BIDs across the city to manually input preliminary (unaudited) budget information into a spreadsheet template provided by SBS. The spreadsheet contains a single line item for Salaries which is included only under a General & Administrative Expenses category. There was no line item for Salaries under the Program category. As a result, the MDMA (and apparently some, but not all, other BIDs) included all staff salaries under the line item for General & Administrative Expenses category, when in fact a significant portion of these salary expenses were programmatic. This inadvertently made our administrative expenses appear much greater than they actually were because programmatic salaries were incorrectly reported as administrative.

As it relates to the MDMA and the claim that administrative costs are high while program costs are low, that is based on the self-reported data on pages 80, 81, 116, and 117 of the *SBS Trends Report*. Each page notates which BIDs reported expenses in a manner that allocated those expenses to appropriate categories and which did not. In 2020, for purposes of the SBS survey and Trend Report, the MDMA did not report in a manner that allocated its General & Administrative expenses to appropriate categories, including programs. This was also left out of the Comptroller's analysis.

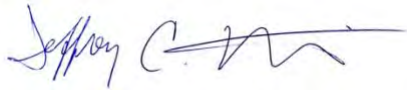
The *FY20 SBS BID Trends Report* includes data that was inconsistently reported across BIDs. As such, utilizing this financial data for comparison purposes can be both inaccurate and misleading.

Finally, the *SBS Trend Report*, while illuminating for those casually interested in BID operations, is not equivalent to the MDMA's certified financial audit.

MDMA's FY20 final audited financial statements, were prepared by a professional auditor and CPAs Skody Scot & Co. using standard accounting practices, as presented to, and adopted by the MDMA Audit Committee and the MDMA Board of Directors (of which NYC SBS and the NYC Comptroller are ex-officio members), and does not reach the conclusion that the MDMA's programmatic to administrative costs are unbalanced due to high administrative costs, and low program costs. The relevant page from the audit is attached hereto. Utilizing the FY20 final audited financial statements, the MDMA's administrative expenses (\$255,550) represent only 11% of the MDMA's total expenses (\$2,299,420), while the other 89% of expenses (\$2,043,870) are spent on programmatic expenses.

Thank you again for the opportunity to respond.

Sincerely,



Jeffrey LeFrancois
Executive Director

CC: Kevin Kim, Commissioner, Small Business Services
Jonathan Iger, Chair, MDMA
Cliff Meilman, First Vice Chair, MDMA

Attachment

MEATPACKING DISTRICT MANAGEMENT ASSOCIATION, INC.
STATEMENT OF EXPENSES
YEAR ENDED JUNE 30, 2020

	Program Expenses					Supporting	
	Sanitation	Public Safety	Marketing and Events	Public Improvements	Total Program	Management and General	Total Expenses
Personnel costs:							
Staff salaries	\$ 43,371	\$ 43,371	\$ 216,853	\$ 86,741	\$ 390,336	\$ 43,370	\$ 433,706
Payroll taxes and benefits	7,673	7,673	38,365	15,345	69,056	7,672	76,728
Outside contractors	413,272	285,367	108,123	31,366	838,128	-	838,128
Total personnel costs	464,316	336,411	363,341	133,452	1,297,520	51,042	1,348,562
Direct expenses:							
Depreciation and amortization	-	-	-	-	-	25,218	25,218
Insurance	-	-	-	-	-	33,305	33,305
Landscaping	-	-	-	99,500	99,500	-	99,500
Office supplies and expenses	-	-	-	-	-	48,378	48,378
Printing and design	-	-	76,986	-	76,986	-	76,986
Professional fees	-	-	-	20	20	67,676	67,696
Project expenses	-	-	381,899	14,297	396,196	-	396,196
Promotion	-	-	70,000	-	70,000	-	70,000
Rent and utilities	10,405	10,405	52,023	20,809	93,642	10,404	104,046
Telephone	-	-	-	-	-	5,482	5,482
Travel, hotel and meetings	-	-	-	-	-	14,045	14,045
Website	-	-	2,248	-	2,248	-	2,248
Wifi	-	-	-	77,758	77,758	-	77,758
Total direct expenses	10,405	10,405	583,156	212,384	816,350	204,508	1,020,858
Total expenses	\$ 474,721	\$ 346,816	\$ 946,497	\$ 345,836	\$ 2,113,870	\$ 255,550	\$ 2,369,420

See accompanying notes to the financial statements.



NEW YORK CITY COMPTROLLER
BRAD LANDER

1 Centre Street, New York, NY 10007

www.comptroller.nyc.gov

🐦 @NYCComptroller

(212) 669-3916