

FY **16**
Fiscal Year

NYC Business Improvement Districts Trends Report

NYC
Small Business
Services

careers
businesses
neighborhoods

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Introduction

Methods & Recommendations

The Fiscal Year 2016 (FY16) Trends Report contains data reported to the NYC Department of Small Business Services (SBS) in each Business Improvement District's (BID) FY16 Annual Report. Data was self-reported by each BID and should be treated as a guide.

Reporting

This report contains information intended to illustrate basic comparisons between BIDs and groups of BIDs in NYC, using data for fiscal year 2016 (July 1, 2015 - June 30, 2016).

Summaries of revenues and expenses across New York City BIDs

- ▶ For comparison purposes, BIDs are divided into five (5) budget brackets based on total expenses in fiscal year 2016.

Programmatic Reports

- ▶ This report is organized by programs commonly administered by NYC BIDs (Sanitation, Marketing, etc.). Each program section contains data on impact, services delivered, averages and benchmarks for varying sizes of BIDs, and comparative program expenses.
- ▶ Detailed data at the individual BID level can be found in the corresponding appendices.

Notes

Data presented in the FY16 BID Trends Report represents partial year operations for **Meatpacking, South Shore and West Shore**, which began providing services in FY16. Please address any questions or comments to ndevelop@sbs.nyc.gov

Overview

BIDs in New York City

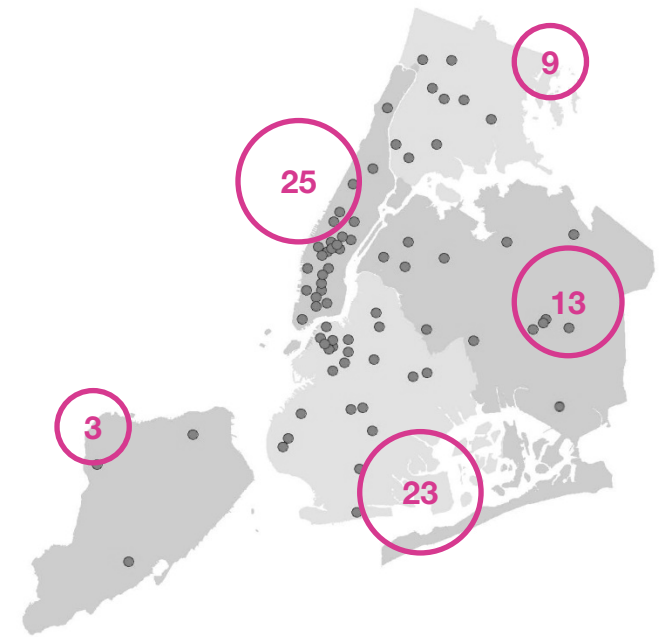
A Business Improvement District (BID) is a geographical area where local stakeholders oversee and fund the maintenance, improvement, and promotion of their commercial district.

For more than **30 years**, BIDs have been valuable and proven partners in ongoing initiatives of neighborhood revitalization and economic development across the five boroughs, making NYC neighborhoods cleaner, safer, and more vibrant. The City's **73 BIDs*** – the largest network in the country – invest over **\$134 million** into local economies in the form of supplemental services and programs that serve more than **85,000 businesses**** across the city.

- ▶ BID services are primarily funded by a special assessment on district properties
- ▶ BIDs are governed by a locally-controlled non-profit board of directors consisting of property owners, commercial tenants, residents, and elected officials
- ▶ BIDs provide services to supplement, not replace, the services already provided by the City
- ▶ BIDs serve as a critical liaison between City government and neighborhood stakeholders

73 BIDs

35 BIDs in low-to-moderate income neighborhoods



*Data presented in the FY16 BID Trends Report reflects a total of 72 BIDs. The 73rd BID (Greater JFK, Queens) was signed into law in FY17.

**Source: Mayor's Office of Data Analytics, December 2013

Overview

BID Program Highlights

The Department of Small Business Services Neighborhood Development Division works with community-based organizations to build vibrant neighborhoods where New Yorkers can shop, work and live. We oversee and support the largest network of BIDs in the country; offer training,

tools and one-on-one assistance to local community-based organizations; administer grant programs to strengthen and revitalize commercial districts; and work with community partners to identify local commercial district needs and plan targeted solutions.

Formation & Expansion

2

BIDs received legislative approval to expand their boundaries

Assessment Increases

\$3.9 M

Additional funds to be invested in **12 BIDs** through legislative authorization

Commercial Revitalization Grants

\$695 K

In SBS grants awarded to **17 BIDs***

Capacity Building

34

BIDs participated in SBS Capacity Building Programming**

*SBS grant programs include AvenueNYC and Neighborhood Challenge

**FY16 Capacity Building Programming included: Commercial Revitalization Project Management, Community Engagement Strategies, Coro Neighborhood Leadership, Neighborhood 360⁰ Fellows, Neighborhood Legal Fellows, Nonprofit Management Coaching, and Workshops

Overview

BID Program Highlights

BIDs in New York City represent a diverse network of neighborhood-serving organizations and stakeholders with a broad impact on New York City communities in all five boroughs. Each district is unique, locally-governed and invests 100% of dollars from local stakeholders directly back into its neighborhood.

Overall BID Impact

4,108

Block faces covered*

42,126

Total number of properties serviced by BIDs

779

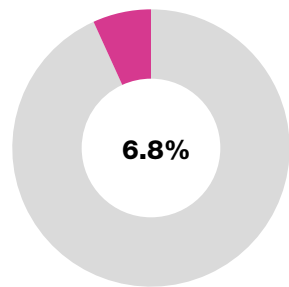
Total full-time BID employees**

29,666

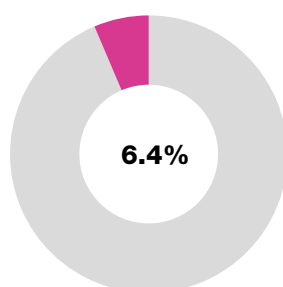
Number of retail businesses in BIDs

85,000

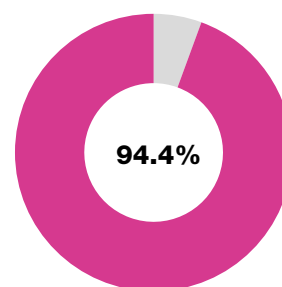
Total number of businesses in BIDs



Average ground floor vacancy rate



Median ground floor vacancy rate



Percentage of BIDs making referrals to SBS services

FY16 Investment Highlights

\$134.7 M

Total invested in NYC neighborhoods

\$133.9 M

Total revenue

\$105.8 M

Total assessment revenue

\$28.0 M

Additional revenue raised

*Block face lengths vary from BID to BID

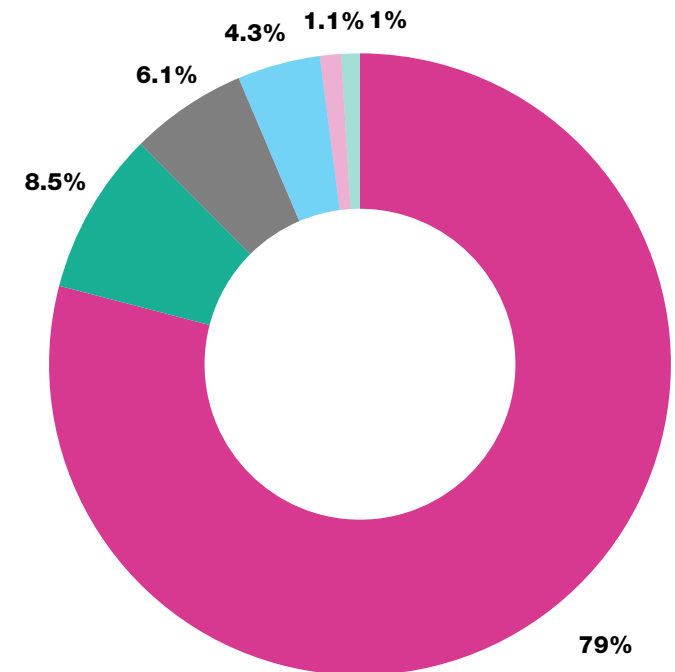
**Total full-time BID employees include administrative staff in addition to in-house sanitation and public safety personnel

Overview

BID Revenue

Generating the BID Dollar (FY16)

CATEGORY	FY16 AMOUNT	%	FY15 AMOUNT
Assessment	\$105,845,241	79.0%	\$101,705,570
Fundraising*	\$11,339,574	8.5%	\$9,365,340
Contracts**	\$8,145,631	6.1%	\$8,420,692
Program Service Revenue***	\$5,778,587	4.3%	\$5,838,524
Grants	\$1,474,297	1.1%	\$1,302,053
Other Revenue****	\$1,296,005	1.0%	\$5,705,274
Total	\$133,879,335	100%	\$132,337,453



Note

BIDs did not report in-kind revenue for FY16. For comparison purposes, in-kind revenue from FY15 (\$2,398,740) has been removed from FY15 total revenue.

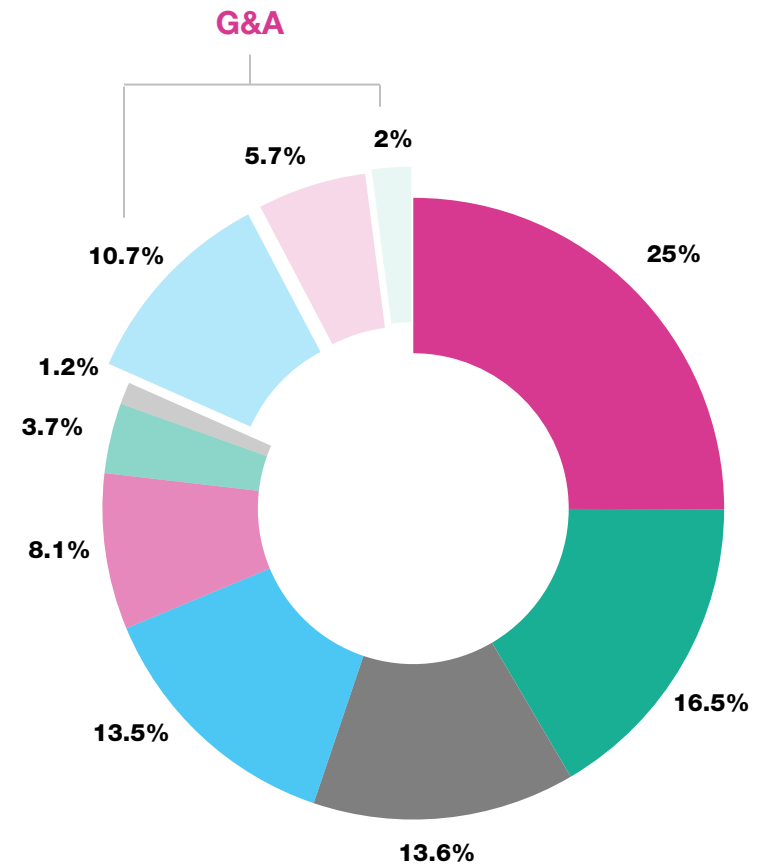
- *Fundraising may include revenue raised from events, campaigns or similar programs
- **Contracts may include plaza maintenance contracts, concession contracts, etc.
- ***Program Service Revenue may include revenue from banners, parking lots, trash cans, user rights, etc.
- ****Other Revenue may include interest income and miscellaneous revenue

Overview

BID Expenses

Spending the BID Dollar (FY16)

CATEGORY	FY16 AMOUNT	%	FY15 AMOUNT
Sanitation	\$33,712,712	25.0%	\$31,312,619
Public Safety	\$22,253,214	16.5%	\$21,036,574
Other Program*	\$18,379,171	13.6%	\$18,233,808
Marketing	\$18,215,637	13.5%	\$18,184,762
Streetscape & Beautification	\$10,927,897	8.1%	\$8,480,405
Capital Improvements	\$4,921,355	3.7%	\$5,085,144
Holiday Lighting	\$1,552,092	1.2%	\$1,486,175
Salaries & Payroll	\$14,368,090	10.7%	\$11,969,203
Other G&A**	\$7,625,555	5.7%	\$9,103,286
Outside Contractors	\$2,749,500	2.0%	\$2,609,774
Total	\$134,705,223	100%	\$127,501,750



*Other program expenses include social services, business development, debt service cost, and miscellaneous programs

**Other G&A includes rent, office supplies, insurance, and miscellaneous expenses

Overview

BIDs by Budget Bracket

Throughout this report, BIDs are separated into budget brackets according to total expenses. BIDs are ordered alphabetically in each budget bracket below.

- ▶ Smallest FY16 Expenses: **\$54,732** (180th Street)**
- ▶ Median FY16 Expenses: **\$463,152**
- ▶ Largest FY16 Expenses: **\$20,036,725 (Downtown Alliance)**

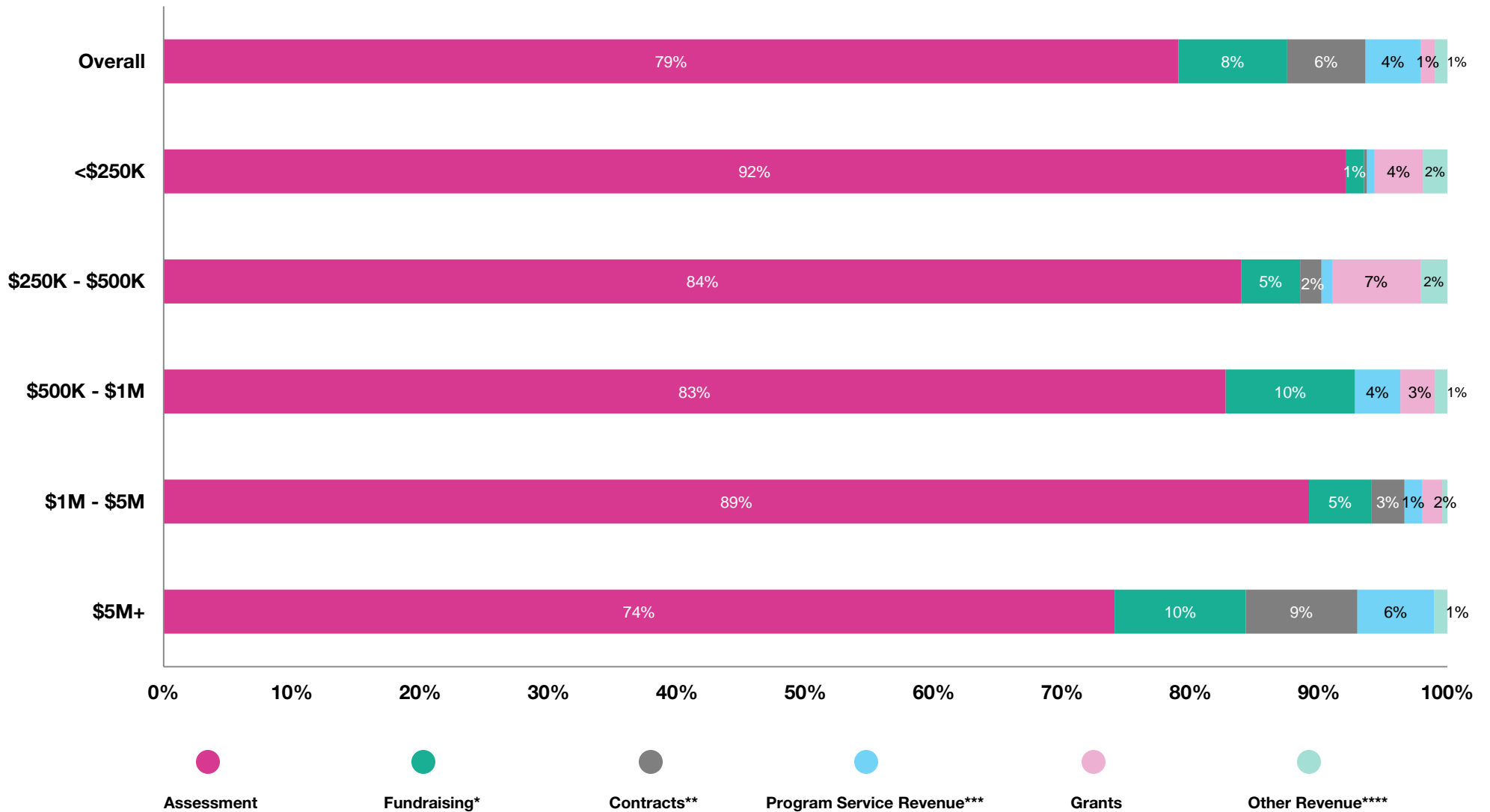
<\$250K (14)	\$250K - \$500K (25)	\$500K - \$1M (12)	\$1M - \$5M (15)	\$5M+ (6)	
165th Street Mall	161st Street	Kings Highway	Bed-Stuy Gateway	125th Street	34th Street Partnership
180th Street	82nd Street Partnership	Kingsbridge	Columbus Avenue	47th Street	Bryant Park Corporation
Bayside Village	86th Street Bay Ridge	Long Island City Partnership	Court-Livingston-Schermerhorn	Chinatown Partnership	Downtown Alliance
Brighton Beach	Atlantic Avenue	Myrtle Avenue (QN)	Downtown Flushing Transit Hub	East Midtown Partnership	Garment District
Church Avenue	Bay Ridge 5th Avenue	Park Slope 5th Avenue	DUMBO Improvement District	Fifth Avenue	Grand Central Partnership
East Brooklyn	Belmont	Pitkin Avenue	Fordham Road	Flatiron/23rd Street Partnership	Times Square Alliance
Forest Avenue	Columbus-Amsterdam	Steinway Street	Jamaica Center	Fulton Mall Improvement Association	
Graham Avenue	Flatbush Avenue	Sunnyside Shines	Meatpacking*	Hudson Square Connection	
Montague Street	Flatbush-Nostrand Junction	Sunset Park	Myrtle Avenue (BK)	Hudson Yards/Hell's Kitchen Alliance	
North Flatbush	FAB Alliance	Sutphin Boulevard	NoHo NY	Lincoln Square	
South Shore*	Grand Street	Westchester Square	SoHo-Broadway	Lower East Side	
Southern Boulevard	HUB/3rd Avenue	Woodhaven	Washington Heights	Madison Avenue	
West Shore*	Jerome-Gun Hill			MetroTech	
White Plains Road				Union Square Partnership	
				Village Alliance	

*BID began providing services in FY16; data presented in FY16 Trends Report represents partial year operations

**Smallest expenses does not take into account South Shore BID, which expended \$10,331 in FY16 on partial year of service provision

Overview

BID Revenue by Budget Bracket



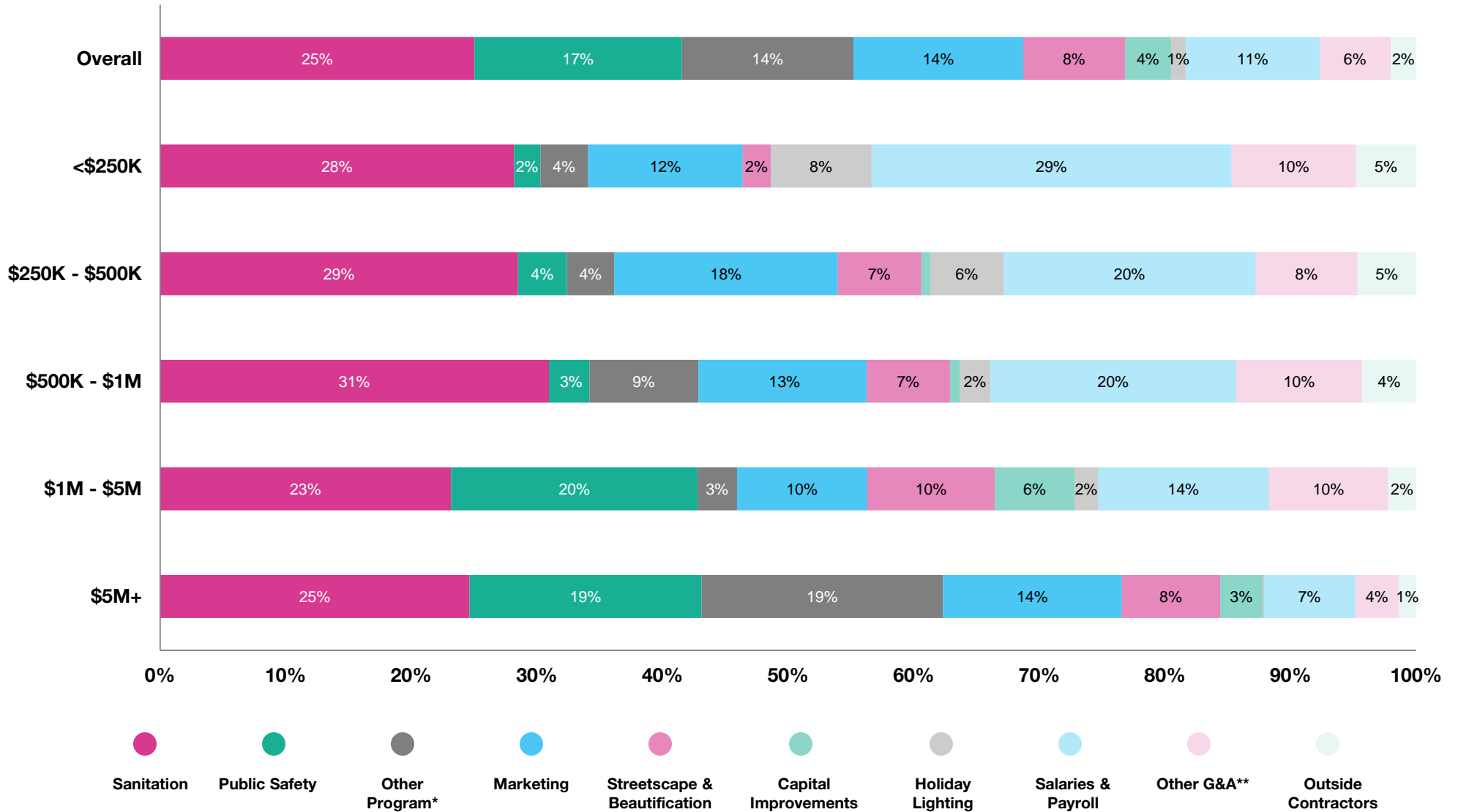
Note

Values less than 1% of total revenue are included but not labeled

*Fundraising may include revenue raised from events, campaigns or similar programs
 **Contracts may include plaza maintenance contracts, concession contracts, etc.
 ***Program Service Revenue may include revenue from banners, parking lots, trash cans, user rights, etc.
 ****Other Revenue may include interest income and miscellaneous revenue

Overview

BID Expenses by Budget Bracket



Note

Values less than 1% of total revenue are included but not labeled

*Other Program expenses may include social services, business development, debt service cost, and miscellaneous programs

**Other G&A may include rent, office supplies, insurance, and miscellaneous expenses

Overview

Daily Impact of BIDs Across New York City



10,800

Trash bags collected



233

Incidents of graffiti removed



5,752

Interactions with visitors



1,084

New social media followers



10,036

Marketing materials distributed



12

Public events held



Sanitation Programs

FY **16**
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Sanitation Programs

By the Numbers

Most NYC BIDs provide supplemental sanitation services to keep corridors vibrant, storefronts free of debris and sidewalks clear for pedestrians. BID sanitation programs typically include sidewalk sweeping, trash bagging, power washing, snow and ice removal, gum scraping and graffiti removal.

Sanitation

4,007

Block faces covered

3.9 M

Trash bags collected

85,190

Total instances of graffiti removed*

5,926

Receptacles maintained

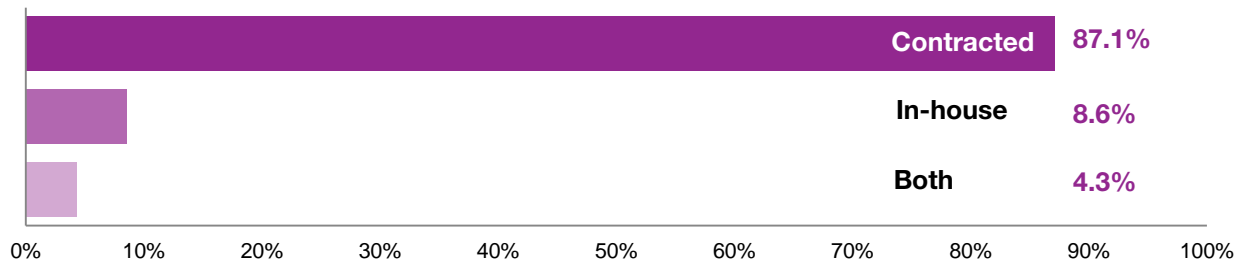
737

Sanitation workers employed

1.4 M

Sanitation hours logged

How do BIDs employ their sanitation staff?



FY16 Sanitation Highlights

70

Number of BIDs with sanitation programs

\$33.7 M

Total BID investment

\$489 K

Average BID investment

\$130 K

Median BID investment

25.7%

Average percentage of BID expenses

*The increase in instances of graffiti removed from FY15 is partly due to the inclusion of sticker and poster removal in total graffiti count

Sanitation Programs

Expense Totals

Budget Bracket	# of BIDs	Total Expenses of BIDs Providing Sanitation Services	Sanitation Expenses	% of Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
<\$250K	13	\$2,127,981	\$615,162	28.9%	413	\$1,489	34,924	\$17.61
\$250K - \$500K	25	\$8,988,199	\$2,560,997	28.5%	770	\$3,326	141,436	\$18.11
\$500K - \$1M	12	\$8,572,233	\$2,653,065	30.9%	550	\$4,824	147,284	\$18.01
\$1M - \$5M	14	\$26,879,768	\$7,010,704	26.1%	1,206	\$5,813	373,594	\$18.77
\$5M+	6	\$84,705,059	\$20,872,785	24.6%	1,068	\$19,544*	673,753	\$30.98
All BIDs	70	\$131,273,240	\$33,712,712	25.7%	4,007	\$8,413	1,370,991	\$24.59

*This ratio appears relatively large due to the inclusion of Bryant Park, which services a small number of block faces, but funds sanitation services throughout the park

Sanitation Programs

Expense Averages

Budget Bracket	# of BIDs	Average Total Expenses of BIDs Providing Sanitation Services	Average Sanitation Expenses	Average Sanitation % of Total Expenses	Average Number of Block Faces	Average Sanitation Expenses / Block Face	Average Sanitation Hours Logged	Average Sanitation Expenses / Hour Logged
<\$250K	13	\$163,691	\$51,263	31.3%	32	\$1,613	2,910	\$17.61
\$250K - \$500K	25	\$359,528	\$102,440	28.5%	31	\$3,326	5,657	\$18.11
\$500K - \$1M	12	\$714,353	\$221,089	30.9%	46	\$4,824	12,274	\$18.01
\$1M - \$5M	14	\$1,919,983	\$500,765	26.1%	86	\$5,813	26,685	\$18.77
\$5M+	6	\$14,117,510	\$3,478,798	24.6%	178	\$19,544*	112,292	\$30.98
All BIDs	70	\$1,875,332	\$488,590	26.1%	57	\$8,535	19,869	\$24.59

*This ratio appears relatively large due to the inclusion of Bryant Park, which services a small number of block faces, but funds sanitation services throughout the park

Sanitation Programs

Highlights



Solar-Powered Trash Compactors

Many BIDs have installed solar-powered trash compactors that collect more trash and generate a smaller number of trash bags, allowing BID sanitation crews to spend less time tending to receptacles and more time sweeping streets and removing graffiti. **Times Square Alliance** completed the full implementation of its new trash receptacle program and reported using almost 200,000 fewer trash bags in FY16, a 55% reduction in its trash footprint.



Fighting Illegal Dumping

As one of four industrial BIDs in NYC, **West Shore** focused on the prevention of illegal dumping of trash and large debris in the district in order to support the area's manufacturers and transporters. In FY16, the BID coordinated with City agencies to clean up debris from vacant lots and road medians, and implemented regular patrols to discourage illegal dumping and other criminal activity.



Street Furniture Clean-up and Graffiti Removal

Lincoln Square worked with a national hardware store chain to organize a volunteer day in honor of the store's grand opening in the district. Eighty-five volunteers worked with the Lincoln Square Clean Team to refurbish the benches in the Broadway Malls and remove graffiti from street furniture. All cleaning materials were donated in-kind by the store.



Building Capacity in Rodent Mitigation

Montague Street partnered with the NYC Department of Health as a participant in the Rodent Academy program in order to evaluate and manage rodent issues in the Brooklyn Heights and Cadman Plaza areas. The Rodent Academy encourages best practices in rodent prevention and equips BIDs to educate merchants and property owners about effective pest mitigation.



Public Safety Programs

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Public Safety Programs

By the Numbers

Many BIDs implement programs to improve safety and security for district businesses, residents and visitors. Services can include neighborhood patrol, security cameras, added lighting, joint initiatives with the NYPD, pedestrian traffic management and employing ambassadors to give directions and provide assistance.

Public Safety

2,799

Block faces covered

2.1 M

Interactions with visitors

337

Public safety staff employed

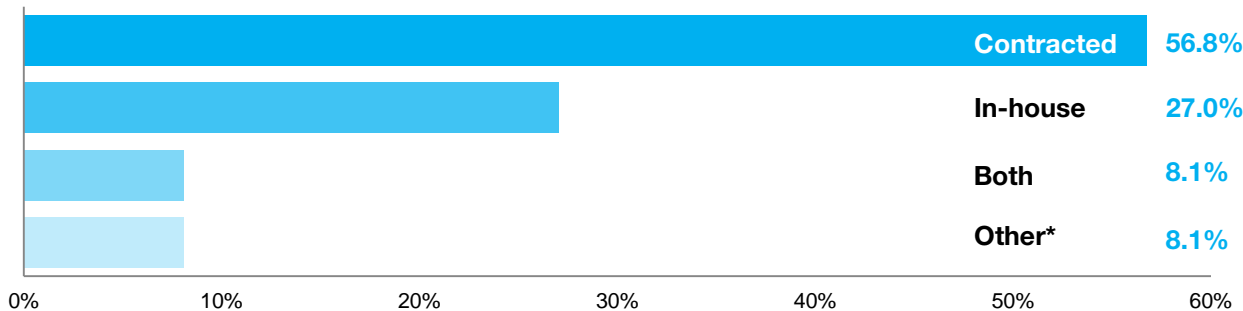
648 K

Hours logged by public safety personnel

30

BIDs assign personnel to street patrol

How do BIDs employ their public safety personnel?



*Non-personnel services (security cameras, etc.)

FY16 Public Safety Highlights

41

Number of BIDs with public safety programs

\$22.3 M

Total BID investment

\$556 K

Average BID investment

\$74 K

Median BID investment

18.6%

Average percentage of BID expenses

Public Safety Programs

Expense Totals

Budget Bracket	# of BIDs	Total Expenses of BIDs Providing Public Safety Services	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
<\$250K	3	\$391,241	\$45,654	11.7%	53	\$861	1,336	\$34.17
\$250K - \$500K	12	\$4,354,853	\$350,904	8.1%	428	\$820	13,832	\$25.37
\$500K - \$1M	8	\$5,626,771	\$276,230	4.9%	356	\$776	10,539	\$26.21
\$1M - \$5M	12	\$24,495,328	\$5,938,011	24.2%	894	\$6,642	207,407	\$28.63
\$5M+	6	\$84,705,059	\$15,642,416	18.5%	1,068	\$14,646	414,906	\$37.70
All BIDs	41	\$119,573,253	\$22,253,214	18.6%	2,799	\$7,950	648,313	\$34.32

Public Safety Programs

Expense Averages

Budget Bracket	# of BIDs	Average Total Expenses of BIDs Providing Public Safety Services	Average Public Safety Expenses	Average % of Total Expenses	Average Number of Block Faces	Average Public Safety Expenses / Block Face	Average Public Safety Hours Logged	Average Public Safety Expenses / Hour Logged
<\$250K	3	\$130,414	\$15,218	11.7%	18	\$861	445	\$34.17
\$250K - \$500K	12	\$362,904	\$29,242	8.1%	36	\$820	2,305	\$12.68
\$500K - \$1M	8	\$703,346	\$39,461	5.6%	45	\$887	2,108	\$18.72
\$1M - \$5M	12	\$2,041,277	\$494,834	24.2%	75	\$6,642	18,855	\$26.24
\$5M+	6	\$14,117,510	\$2,607,069	18.5%	178	\$14,646	69,151	\$37.70
All BIDs	41	\$2,916,421	\$556,330	19.1%	68	\$8,158	20,260	\$27.46

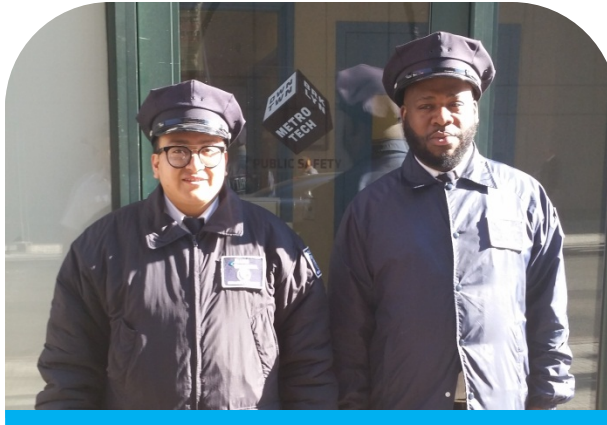
Public Safety Programs

Highlights



Public Safety Trainings

47th Street partnered with the NYPD to host a workshop on the topic of active shooters and countering terrorism through information sharing. The NYPD SHIELD program presented the seminar to more than 200 safety and security professionals. The SHIELD program equips private sector personnel to serve as the eyes and ears of the NYPD and function as a force multiplier in the fight against terrorism by reporting suspicious behavior as soon as possible.



Security Cameras

In FY16, **Court-Livingston-Schermerhorn*** initiated the installation of a 24-camera CCTV system that is monitored 24/7 at a security command center. The BID worked with merchants and property owners to identify locations to install the cameras throughout the district. With these cameras, BID security personnel can more efficiently monitor the district and spend more time assisting shoppers, workers, students and residents in neighborhood.



Fostering Dialogue with NYPD

In FY16, **Long Island City Partnership** convened a roundtable with its local NYPD Precinct Captains and BID businesses that had reported increased instances of illegal activity and other quality-of-life issues. Business owners were able to directly report their issues and strategize on the best methods for garnering a response when needed.

*The Downtown Brooklyn Partnership manages Court-Livingston-Schermerhorn, Fulton Mall Improvement Association, and MetroTech



Marketing Programs

FY **16**
Fiscal Year

Marketing Programs

By the Numbers

BID marketing programs promote the district and its businesses, drawing foot traffic to corridors. BIDs often produce district shopping guides, coordinate retail attraction events, install holiday lighting, and host street fairs, “taste-of” events, live music and dance performances, community movie nights and cultural festivals.

Marketing, Communications and Events

4,324

Public events held*

10.5 M

Estimated attendees at public events**

3.8 M

Marketing materials distributed

2.5 M

Total social media following

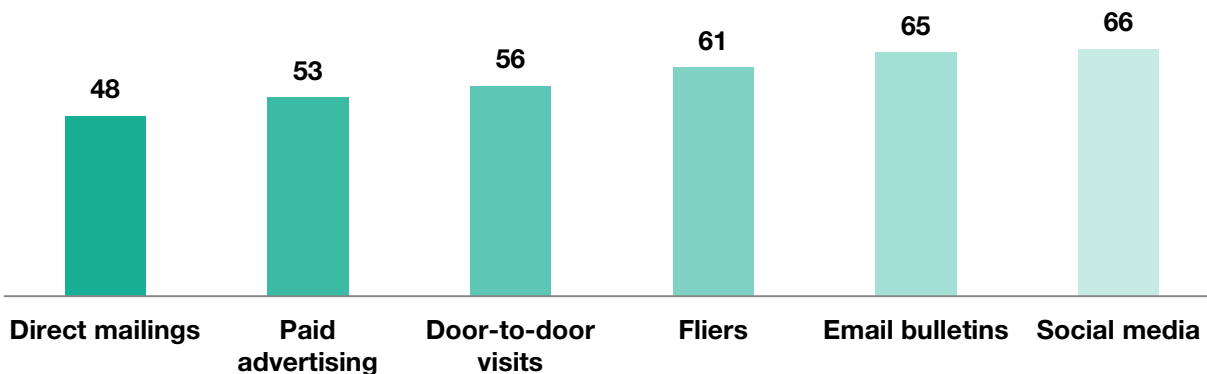
3,189

Block faces with holiday lighting

60

BIDs with holiday lighting programs

What communication channels do BIDs use?



FY16 Marketing Highlights

72

Number of BIDs with marketing programs

\$19.8 M

Total BID investment

\$275 K

Average BID investment

\$83 K

Median BID investment

14.7%

Average percentage of BID expenses

*The increase in public events from FY15 can primarily be attributed to an effort to expand event programming in Bryant Park

**Includes attendee figures for events that are unique in scale relative to other BIDs, such as the Times Square Alliance New Year's Eve celebration; the decrease in attendees from FY15 is due to the implementation of new pedestrian counting methods in Times Square

Marketing Programs

Expense Totals

Budget Bracket	# of BIDs	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
<\$250K	14	\$2,182,713	\$443,751	20.3%	134	80,400	63,002	8,813	238	\$734
\$250K - \$500K	25	\$8,988,199	\$2,122,785	23.6%	381	497,710	494,984	290,611	770	\$680
\$500K - \$1M	12	\$8,572,233	\$1,355,156	15.8%	194	241,375	428,872	112,799	265	\$776
\$1M - \$5M	15	\$30,257,020	\$3,702,853	12.2%	406	348,734	1,273,397	132,128	1,178	\$481
\$5M+	6	\$84,705,059	\$12,143,184	14.3%	3,209	9,294,011	1,531,023	1,955,482	738	\$111
All BIDs	72	\$134,705,223	\$19,767,729	14.7%	4,324	10,462,230	3,791,278	2,499,833	3,189	\$487

Marketing Programs

Expense Averages

Budget Bracket	# of BIDs	Average Total Expenses	Average Marketing & Holiday Lighting Expenses	Average Marketing % of Total Expenses	Average Public Events Held	Average Estimated Attendees at Public Events	Average Marketing Materials Distributed	Average Digital Platform Subscribers	Average Block Faces with Holiday Lighting	Average Holiday Lighting \$/Block Face
<\$250K	14	\$155,908	\$31,697	20.3%	10	5,743	4,500	801	22	\$734
\$250K - \$500K	25	\$359,528	\$84,911	23.6%	15	19,908	19,799	12,109	31	\$708
\$500K - \$1M	12	\$714,353	\$123,196	17.2%	16	20,115	38,988	9,400	33	\$776
\$1M - \$5M	15	\$2,017,135	\$246,857	12.2%	27	23,249	84,893	10,164	84	\$481
\$5M+	6	\$14,117,510	\$2,023,864	14.3%	535	1,549,002	255,171	325,914	369	\$221
All BIDs	72	\$1,870,906	\$274,552	14.7%	60	145,309	53,398	37,876	53	\$503

Marketing Programs

Highlights



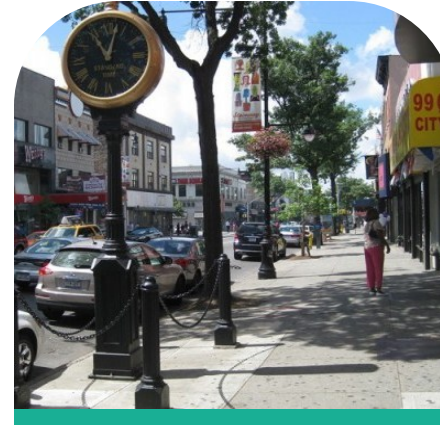
Shop Local Loyalty Programs

The **DUMBO Improvement District** launched #DUMBOVIP this year for those who work and live in the DUMBO neighborhood. Loyalty programs like this one allow local stakeholders to earn points and discounts for shopping locally in the BID. #DUMBOVIP currently includes deals from more than 70 local merchants, and cards have been distributed to almost 10,000 participants.



Storefront Design Competition

In an effort to attract holiday shoppers to its corridor, **Grand Street** commissioned students from local high schools to design seasonal window decorations for storefronts in the BID. Students and businesses competed to win the best design, voted upon by residents and merchants along the corridor. Designs included a fox-in-the-snow theme for a toy store and a life-size papier-mâché mannequin in the window of a spa.



Local Commercial

Steinway Street targeted moviegoers in Astoria through a commercial that promotes Steinway Street as having “something for everyone.” The commercial plays before movies at Kaufman Astoria Cinemas and features footage of local businesses along the corridor, encouraging neighborhood residents and visitors to shop local in the BID.



Holiday Trolley

Bay Ridge 5th Avenue and 86th Street Bay Ridge coordinated to operate a trolley in their neighborhood during the holiday season last year to encourage visitors to explore the range of shopping options along the entire retail corridor. The trolley ran along 5th Avenue on Saturdays and across 86th Street on Sundays in December.

Marketing Programs

Highlights



Lunar New Year

Chinatown Partnership, East Midtown Partnership and Madison Avenue collaborated to organize a multi-neighborhood Lunar New Year Celebration in February 2016. The day featured lion dancers, family entertainment and other festive activities. The event allowed Chinatown to celebrate its district's cultural heritage and gave East Midtown and Madison Avenue an opportunity to connect with Chinese residents and shoppers.



LIRR Event Series

Taking advantage of the Long Island Railroad stop on Bell Boulevard, **Bayside Village** hosted a summertime event series at the train station to encourage commuters to stop and spend time in the district. The BID's music series featured various bands and musicians each Thursday evening from June to September. In FY16, the BID also added Story Time at the Station for parents and children on Wednesday mornings.



Mobile Apps

Sunset Park created an app that features a directory of businesses in the district, coupons from local merchants, raffles and giveaways, and a list of upcoming events. The app allows businesses to engage with the BID and shoppers through updated promotions and advertisements. **125th Street's** Harlem Happenings app provides a "connect the dots" experience for those who live, work, visit and invest in the district. The app includes neighborhood history, cultural institutions, storefront vacancies and real estate news.



Weekend Walks

NYC Department of Transportation partners each year with community groups and BIDs to present Weekend Walks, multi-block neighborhood events on commercial streets temporarily closed to vehicles. Last year, 14 BIDs hosted Weekend Walk events in four boroughs. **Park Slope 5th Avenue** held Weekend Walks on both ends of its corridor, which featured free Shakespeare performances, a dog fashion show, a pizza eating contest and a pop-up park.



Streetscape & Beautification

FY **16**
Fiscal Year

Streetscape & Beautification

By the Numbers

BIDs often improve, activate and beautify public space, like plazas and sidewalks, through both temporary and permanent installations. Streetscape improvements can include seasonal horticultural plantings, street furniture, street trees, historical street lighting and public art installations.

Streetscape & Beautification

126

Public spaces maintained

5,156

Tree pits maintained

3,228

Planters maintained

15,551

Street furniture elements maintained*

3,279

Banners maintained

205

Public art installations sponsored



FY16 Streetscape Highlights

65

Number of BIDs with streetscape programs

\$10.9 M

Total BID investment

\$233 K

Average BID investment

\$50 K

Median BID investment

10.6%

Average percentage of BID expenses

*Street furniture elements may include tables, chairs, benches, tree guards, light poles, signage, lighting elements, bike racks, news racks, bollards, etc.

Streetscape & Beautification

Expense Totals

Budget Bracket	# of BIDs	Total Expenses of BIDs with Streetscape Programs	Streetscape Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
<\$250K	10	\$1,028,848	\$48,678	4.7%	6	96	266	236	44	4
\$250K - \$500K	24	\$5,446,280	\$598,356	11.0%	31	338	1,695	1,039	894	23
\$500K - \$1M	11	\$6,799,972	\$568,113	8.4%	19	217	924	538	1,617	31
\$1M - \$5M	14	\$24,926,290	\$3,079,362	12.4%	39	660	1,680	973	3,824	112
\$5M+	6	\$64,668,334	\$6,633,388	10.3%	31	1,917	591	493	9,172	35
All BIDs	65	\$102,869,724	\$10,927,897	10.6%	126	3,228	5,156	3,279	15,551	205

Streetscape & Beautification

Expense Averages

Budget Bracket	# of BIDs	Average Total Expenses of BIDs with Streetscape Programs	Average Streetscape Expenses	Average % of Total Expenses	Average Public Spaces Maintained	Average Planters Maintained	Average Tree Pits Maintained	Average Banners Maintained	Average Street Furniture Maintained	Average Public Art Installations Sponsored
<\$250K	10	\$171,475	\$8,113	4.7%	3	24	44	30	11	4
\$250K - \$500K	24	\$363,085	\$39,890	11.0%	2	24	100	55	60	4
\$500K - \$1M	11	\$755,552	\$63,124	8.4%	3	31	103	49	162	4
\$1M - \$5M	14	\$2,077,191	\$256,614	12.4%	4	60	153	81	294	14
\$5M+	6	\$12,933,667	\$1,326,678	10.3%	6	320	99	123	1,529	18
All BIDs	65	\$2,188,718	\$232,508	10.6%	3	77	105	61	324	9

Streetscape & Beautification

Highlights



Murals

Lower East Side advanced its 100 Gates project, with funding from an SBS Neighborhood Challenge grant. The innovative project connects merchants with street artists to create temporary mural installations on roll down storefront security gates. In the Bronx, **161st Street** painted several storefronts near Yankee Stadium with murals of famous baseball players. These murals strive to prevent illegal graffiti while also inviting foot traffic to the neighborhood.



Greening Neighborhoods

Hudson Square Connection received the International Downtown Association's Downtown Merit Award for their \$27 million streetscape improvement plan: *Hudson Square is Now*. Partnering with the Parks Department and City Parks Foundation, the BID will ultimately plant or retrofit 250 trees, connected by a subsurface trench filled with structural soil, covered by permeable pavers, and protected by tree guards.



Public Plazas

In FY16, **Bed-Stuy Gateway** received funding from the Mayor's One NYC Plaza Equity Program to add new annual plantings to Marcy Plaza, where the BID hosts seasonal programming. **FAB Alliance** expanded hours of operations of its two plazas in response to requests from local residents and businesses and hosted a summer series of outdoor movies and jazz performances in the Putnam Triangle Plaza.



Horticultural Education

Myrtle Avenue (Brooklyn) launched TreeEd, a partnership with a local high school to educate students about local plants and soil conditions. The high school students were given access to university labs to test tree pit soil and planted native plants in the Myrtle Avenue tree beds.



General & Administrative

FY **16**
Fiscal Year

General & Administrative

By the Numbers

BIDs are advocates for the neighborhoods they serve and play an important role in both day-to-day operations and addressing more complex local issues. Often operating with small staffs, BIDs spend time attracting external revenue to their districts, addressing problems affecting local businesses and liaising with City Agencies.

General & Administrative

51

BIDs with budgets less than \$1M

39

BIDs with budgets less than \$500K

\$28.0 M

External (non-assessment) revenue generated by BIDs

55

BIDs with three or fewer full-time staff members

30

BIDs with one staff member (full-time or part-time)

24

BIDs sharing G&A expenses with another non-profit*

FY16 G&A Highlights

\$24.7 M

Total BID expenses

\$344 K

Average BID expenses

\$138 K

Median BID expenses

18.4%

Average percentage of BID expenses

*BIDs may share staff and/or management with another BID or a related community-based organization

General & Administrative

Expense Totals

Budget Bracket	# of BIDs	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
<\$250K	14	\$2,182,714	\$946,820	43.4%	\$625,723	\$105,201	\$84,759	\$61,995	\$27,546
\$250K - \$500K	25	\$8,988,197	\$2,953,636	32.9%	\$1,803,514	\$420,859	\$126,103	\$328,604	\$82,397
\$500K - \$1M	12	\$8,572,233	\$2,907,813	33.9%	\$1,678,535	\$369,625	\$255,194	\$348,851	\$95,197
\$1M - \$5M	15	\$30,257,019	\$7,662,065	25.3%	\$4,107,734	\$677,796	\$488,777	\$1,306,592	\$341,889
\$5M+	6	\$84,705,059	\$10,272,811	12.1%	\$6,152,584	\$1,176,019	\$251,209	\$1,274,467	\$396,469
All BIDs	72	\$134,705,223	\$24,743,145	18.4%	\$14,368,090	\$2,749,500	\$1,206,043	\$3,320,509	\$943,498

General & Administrative

Expense Averages

Budget Bracket	# of BIDs	Average Total Expenses	Average G&A Expenses	Average G&A % of Total Expenses	Average Salaries and Payroll	Average Outside Contractors	Average Insurance	Average Rent and Utilities	Average Supplies and Equipment
<\$250K	14	\$155,908	\$67,630	43.4%	\$48,133	\$9,564	\$6,520	\$5,166	\$2,296
\$250K - \$500K	25	\$359,528	\$118,145	32.9%	\$75,146	\$18,298	\$5,044	\$13,692	\$3,745
\$500K - \$1M	12	\$714,353	\$242,318	33.9%	\$139,878	\$33,602	\$23,199	\$31,714	\$8,654
\$1M - \$5M	15	\$2,017,135	\$510,804	25.3%	\$293,410	\$48,414	\$32,585	\$87,106	\$24,421
\$5M+	6	\$14,117,510	\$1,712,135	12.1%	\$1,025,431	\$235,204	\$50,242	\$254,893	\$79,294
All BIDs	72	\$1,870,906	\$343,655	18.4%	\$208,233	\$42,961	\$17,479	\$49,560	\$14,742

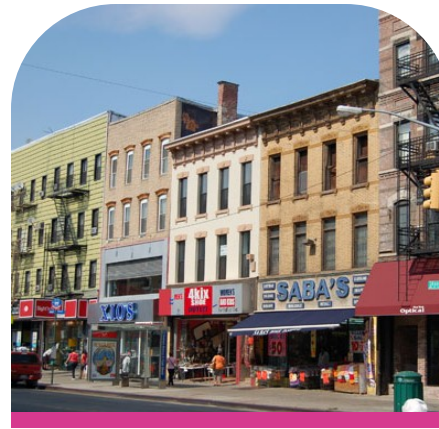
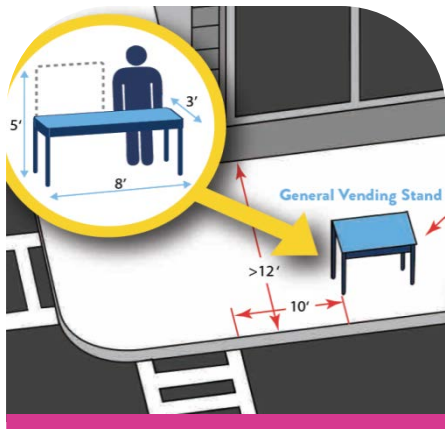


BIDs & Innovation

FY **16**
Fiscal Year

BIDs & Innovation

Highlights



Street Vending Education

In FY16, **SoHo-Broadway** published a guidebook to help educate local street vendors about City vending rules and regulations. The guide summarizes regulations applicable to food carts and general vendors, and includes block-by-block diagrams of the district detailing exact measurements where vendors can legally operate along the district sidewalks.

Merchant Workshops

In support of local merchants, the **82nd Street Partnership** coordinated workshops on visual merchandising and window displays for small businesses in Jackson Heights and Elmhurst. The training was tailored to local clientele and discussed what makes a business stand out, how to draw attention to specific brands and products and how to help customers find goods through effective product placement.

ADA Compliance

In an effort to ensure the corridor is welcoming and accessible to all visitors, **Graham Avenue** initiated a project to encourage small business compliance with Americans with Disabilities Act regulations. Awarded an SBS Neighborhood Challenge grant, the BID brought on additional staff to survey storefront entrances and identify those in need of repairs or construction. With support from the Mayor's Office for People with Disabilities, the BID hired an architectural firm to conduct consultations and to provide informational materials to merchants and property owners.

Networking Events

Madison Avenue organized a number of events to create time and space for local businesses and hotel concierges to gather and network. The BID's "Meet the Concierge" breakfast featured a panel of five concierges who presented in front of an audience of more than 100 BID members. Monthly store manager receptions throughout the year allowed store employees to exchange information and ideas and share concerns with BID staff.

BIDs & Innovation

Highlights



National Manufacturing Day

East Brooklyn, one of four industrial BIDs in NYC, participated in National Manufacturing Day, an event that encourages industrial manufacturers to open their doors to the community and young people. The BID invited eighth grade students from the Trey Whitfield School (located in the BID) to come and tour several companies in the district. The tours emphasized the importance of manufacturing for the future and gave students a newfound pride in their community.



Operations Management App

Grand Central Partnership manages roughly \$30 million of street assets, including benches, streetlight poles, planters, bike racks, news racks, and custom street signs. In FY16, the BID worked to streamline the management of these elements through the use of a tablet-based app. BID staff can now make asset damage reports electronically, allowing the BID to track and respond to maintenance repairs more efficiently.



LMHQ

In July 2015, **Downtown Alliance** launched Lower Manhattan Headquarters (LMHQ), a new collaboration space for the community. Companies can come together to collaborate, activate, and accelerate their growth. The space features a large event venue, meeting and brainstorming rooms, workspace, and on-site tech support. In its first year, LMHQ hosted 116 members, 144 event rentals, 5 hackathons and 8 musical performances.

BIDs & Innovation

Highlights



Storefront Improvement

Sutphin Boulevard led the redesign of seven storefronts along the corridor, funded partially by an SBS Neighborhood Challenge grant. The project replaced old, outdated awnings of various styles and colors with new, complementary grey brick façades, giving the stores a more modern and unified look. Since the project's completion, the BID has also received an additional \$300,000 in New York Main Street funds to continue improving façades in the district.



Neighborhood Market Research

Downtown Alliance conducts in-depth research about the residential, office, retail and hotel markets in Lower Manhattan. In November 2015, the BID released a report entitled, "Surging Ahead: Lower Manhattan's Economic Revival and What It Means for New York." The publication covers the major advances in Lower Manhattan's economy expected as a result of post-September 11 investments, focusing on employment growth in the district.



Student Volunteer Engagement

Westchester Square developed a strong relationship with Lehman High School, located just outside its district. Before the BID's fall arts festival, student volunteers painted colorful planters to place in a pedestrian island. The BID also organized a "Welcome Back to School" event, where Councilmember James Vacca walked Lehman students from the subway to school on their first day in September.

Index of BIDs

125th Street – East Brooklyn

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Block Faces
125th Street	MN	\$ 1,118,654	\$ 1,005,793	\$ 1,035,208	22
161st Street	BX	\$ 315,400	\$ 240,000	\$ 315,400	15
165th Street Mall	QN	\$ 201,800	\$ 200,000	\$ 220,820	8
180th Street	QN	\$ 60,000	\$ 60,000	\$ 54,732	26
34th Street Partnership	MN	\$ 12,462,603	\$ 10,885,000	\$ 12,745,532	108
47th Street	MN	\$ 1,022,870	\$ 900,000	\$ 1,041,522	2
82nd Street Partnership	QN	\$ 336,384	\$ 224,450	\$ 323,741	6
86th Street Bay Ridge	BK	\$ 293,116	\$ 290,000	\$ 265,837	16
Atlantic Avenue	BK	\$ 285,148	\$ 240,000	\$ 322,006	58
Bay Ridge 5th Avenue	BK	\$ 427,000	\$ 427,000	\$ 376,773	40
Bayside Village	QN	\$ 185,700	\$ 155,000	\$ 209,349	15
Bed-Stuy Gateway	BK	\$ 691,465	\$ 674,975	\$ 685,138	32
Belmont	BX	\$ 595,314	\$ 440,000	\$ 464,032	74
Brighton Beach	BK	\$ 273,350	\$ 220,000	\$ 201,450	17
Bryant Park Corporation	MN	\$ 11,983,466	\$ 1,600,000	\$ 13,481,545	4
Chinatown Partnership	MN	\$ 1,372,168	\$ 1,300,000	\$ 1,339,647	240
Church Avenue	BK	\$ 218,277	\$ 188,500	\$ 215,996	17
Columbus Avenue	MN	\$ 658,563	\$ 338,800	\$ 729,218	30
Columbus-Amsterdam	MN	\$ 344,685	\$ 320,000	\$ 293,089	44
Court-Livingston-Schermerhorn	BK	\$ 707,165	\$ 700,000	\$ 886,709	68
Downtown Alliance	MN	\$ 18,415,934	\$ 15,898,622	\$ 20,036,725	458
Downtown Flushing Transit Hub	QN	\$ 578,051	\$ 380,000	\$ 554,302	15
DUMBO Improvement District	BK	\$ 942,492	\$ 650,000	\$ 935,221	120
East Brooklyn	BK	\$ 205,477	\$ 204,377	\$ 147,317	160

Index of BIDs

East Midtown – Madison Avenue

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Block Faces
East Midtown Partnership	MN	\$ 2,200,500	\$ 2,200,000	\$ 2,091,583	132
Fifth Avenue	MN	\$ 2,905,982	\$ 2,905,000	\$ 2,955,875	38
Flatbush Avenue	BK	\$ 335,076	\$ 314,520	\$ 343,501	19
Flatbush-Nostrand Junction	BK	\$ 312,000	\$ 200,000	\$ 344,338	22
Flatiron/23rd Street Partnership	MN	\$ 2,923,154	\$ 2,200,000	\$ 2,817,136	103
Fordham Road	BX	\$ 763,309	\$ 685,078	\$ 846,131	35
Forest Avenue	SI	\$ 170,900	\$ 165,000	\$ 168,579	32
Fulton Area Business (FAB) Alliance	BK	\$ 414,790	\$ 299,904	\$ 406,260	37
Fulton Mall Improvement Association	BK	\$ 1,903,481	\$ 1,829,500	\$ 1,810,550	53
Garment District	MN	\$ 8,011,220	\$ 7,800,000	\$ 6,895,427	95
Graham Avenue	BK	\$ 161,003	\$ 137,638	\$ 185,157	26
Grand Central Partnership	MN	\$ 13,777,759	\$ 12,709,372	\$ 12,644,059	280
Grand Street	BK	\$ 289,225	\$ 226,460	\$ 274,037	12
HUB/3rd Avenue	BX	\$ 451,085	\$ 450,927	\$ 446,839	20
Hudson Square Connection	MN	\$ 2,750,751	\$ 2,500,000	\$ 3,377,251	75
Hudson Yards/Hell's Kitchen Alliance	MN	\$ 1,202,823	\$ 1,195,538	\$ 1,353,435	100
Jamaica Center	QN	\$ 793,255	\$ 737,500	\$ 901,809	30
Jerome-Gun Hill	BX	\$ 284,809	\$ 259,000	\$ 289,475	24
Kings Highway	BK	\$ 294,000	\$ 290,000	\$ 286,111	24
Kingsbridge	BX	\$ 329,278	\$ 329,000	\$ 351,127	26
Lincoln Square	MN	\$ 2,558,540	\$ 2,166,666	\$ 2,652,541	84
Long Island City Partnership	QN	\$ 466,303	\$ 425,000	\$ 462,272	29
Lower East Side	MN	\$ 1,606,422	\$ 683,414	\$ 1,044,793	72
Madison Avenue	MN	\$ 1,900,365	\$ 1,757,000	\$ 1,935,717	164

Index of BIDs

Meatpacking – Woodhaven

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Block Faces
Meatpacking	MN	\$ 1,798,636	\$ 1,385,205	\$ 834,343	93
MetroTech	BK	\$ 2,954,873	\$ 2,734,012	\$ 3,313,394	97
Montague Street	BK	\$ 214,785	\$ 210,000	\$ 159,986	6.25
Myrtle Avenue (Brooklyn)	BK	\$ 557,689	\$ 525,000	\$ 532,050	26
Myrtle Avenue (Queens)	QN	\$ 508,060	\$ 507,676	\$ 488,989	32
NoHo NY	MN	\$ 594,899	\$ 540,000	\$ 580,189	60
North Flatbush	BK	\$ 157,400	\$ 150,000	\$ 157,873	35
Park Slope 5th Avenue	BK	\$ 406,000	\$ 300,000	\$ 398,944	60
Pitkin Avenue	BK	\$ 275,468	\$ 225,000	\$ 293,392	29
SoHo-Broadway	MN	\$ 586,705	\$ 550,000	\$ 532,993	12
South Shore	SI	\$ 92,500	\$ 92,500	\$ 10,331	65
Southern Boulevard	BX	\$ 220,834	\$ 190,000	\$ 226,089	12
Steinway Street	QN	\$ 410,216	\$ 400,000	\$ 393,041	10
Sunnyside Shines	QN	\$ 490,311	\$ 360,000	\$ 478,958	36
Sunset Park	BK	\$ 514,819	\$ 300,000	\$ 334,031	52
Sutphin Boulevard	QN	\$ 384,500	\$ 252,000	\$ 377,412	12
Times Square Alliance	MN	\$ 18,415,021	\$ 12,638,972	\$ 18,901,771	123
Union Square Partnership	MN	\$ 2,055,256	\$ 2,000,000	\$ 2,144,501	32
Village Alliance	MN	\$ 1,308,886	\$ 1,200,000	\$ 1,343,866	67
Washington Heights	MN	\$ 614,872	\$ 517,422	\$ 554,130	29
West Shore	SI	\$ 110,420	\$ 110,420	\$ 110,420	15
Westchester Square	BX	\$ 378,074	\$ 320,000	\$ 406,444	23
White Plains Road	BX	\$ 110,000	\$ 110,000	\$ 114,615	5
Woodhaven	QN	\$ 218,000	\$ 218,000	\$ 252,148	50



BID Program Appendices

FY **16**
Fiscal Year

Overview

Program Area Data

The following appendices detail expenses, outputs and related figures across program areas (Sanitation, Public Safety, Marketing and Streetscape & Beautification), as well as General & Administrative functions.

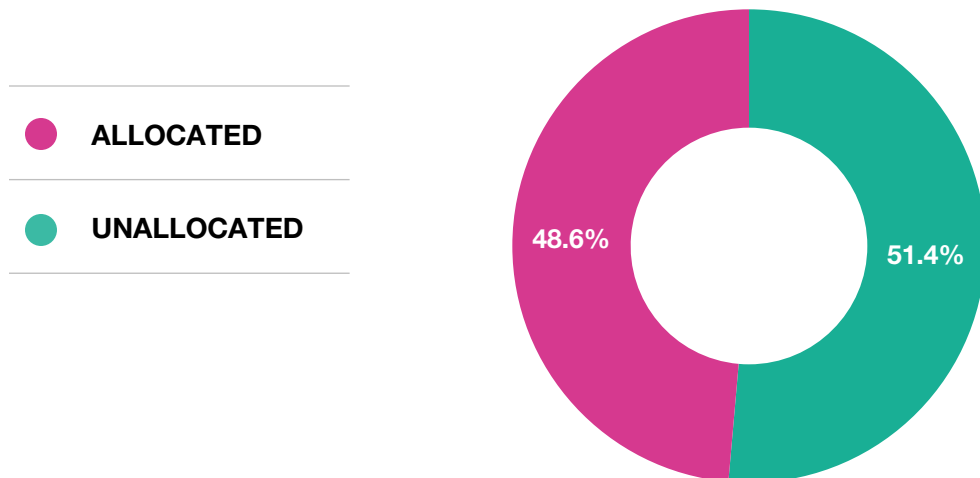
Note

- ▶ All data is self-reported by BIDs
- ▶ BIDs without a program in a given area are not included in those pages
- ▶ Trend lines on the following graphs represent a prediction of program expenses based on total expenses across all BIDs.

Allocated vs. Unallocated

Expense data is reported differently based on the operations and staff support of each BID. Approximately half of NYC BIDs report expenses allocating staff salaries across program areas; the remaining half do not. In order to create the most accurate comparison, the following data is separated into two groups: 1) BIDs that allocate staff salaries across program areas and 2) BIDs that do not allocate staff salaries.

Did your BID allocate staff salaries to expense categories?





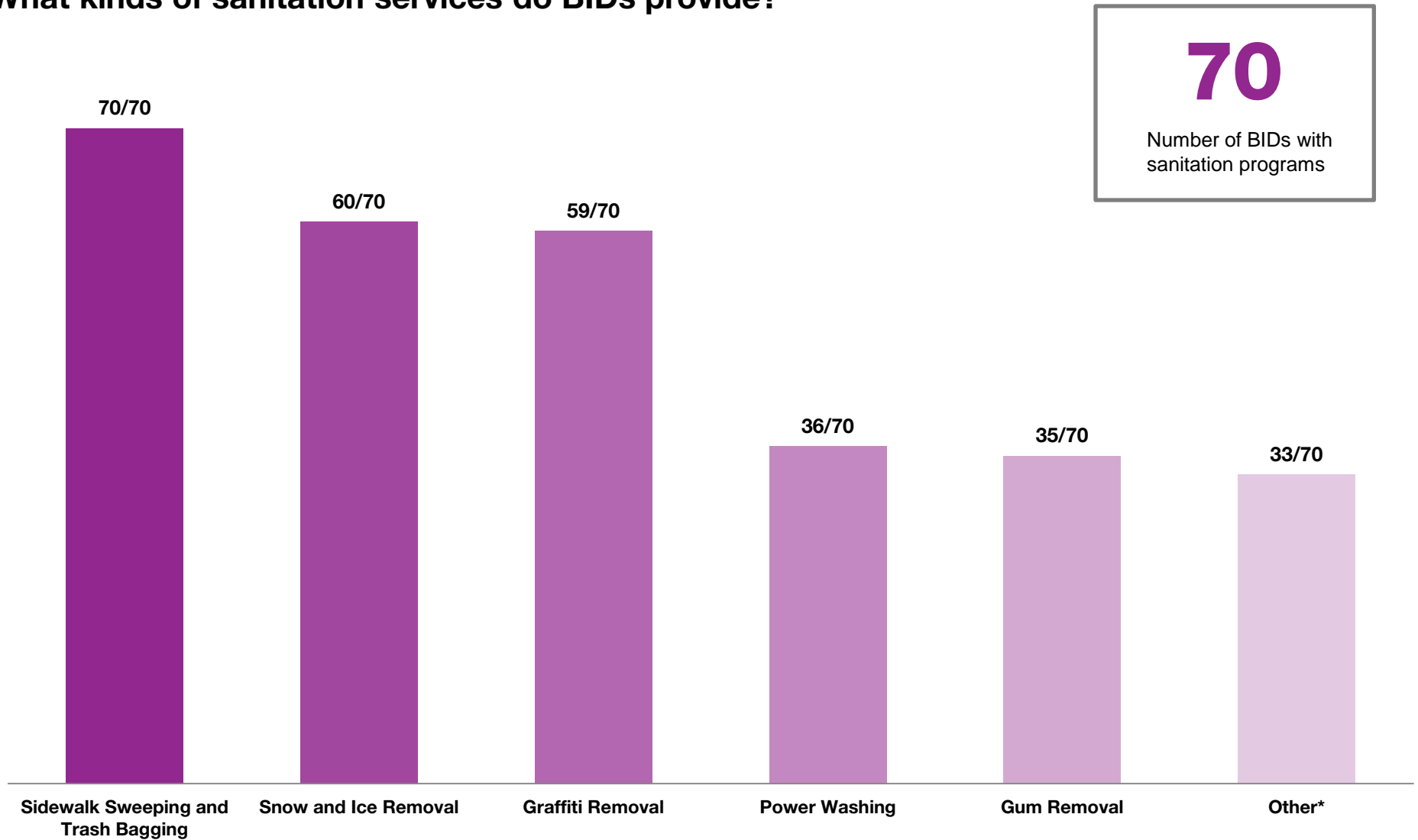
Appendix A Sanitation Programs

FY **16**
Fiscal Year

Sanitation Programs

Service Delivery

What kinds of sanitation services do BIDs provide?

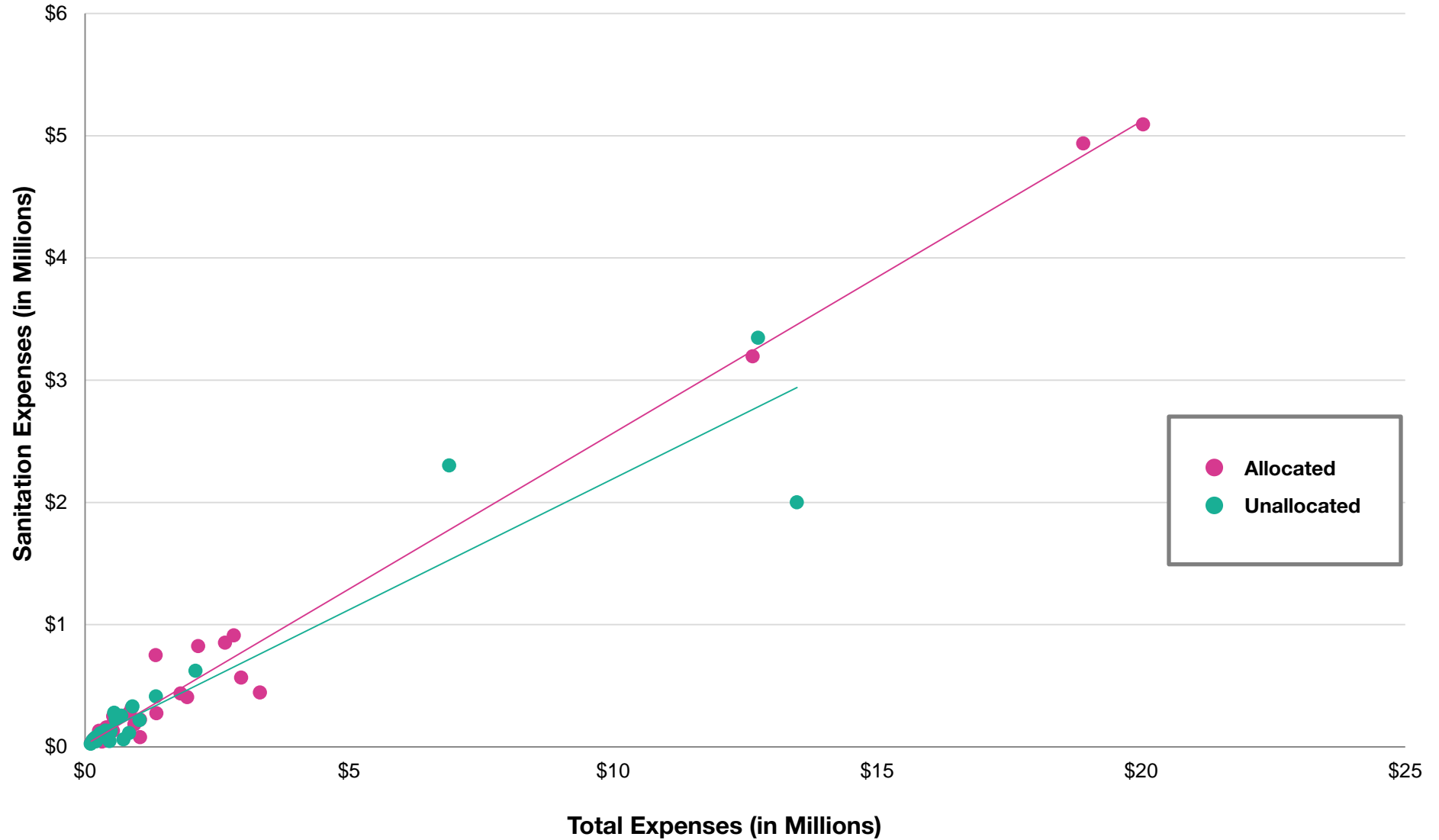


*Other sanitation programs include: painting street elements; cleaning and maintaining park furniture; removing bills, stickers, and flyers; assisting with event set-up and breakdown; repairing brick pavers; cleaning and emptying garbage cans; cleaning tree pits

Sanitation Programs

Expenses

FY16 Sanitation, All BIDs

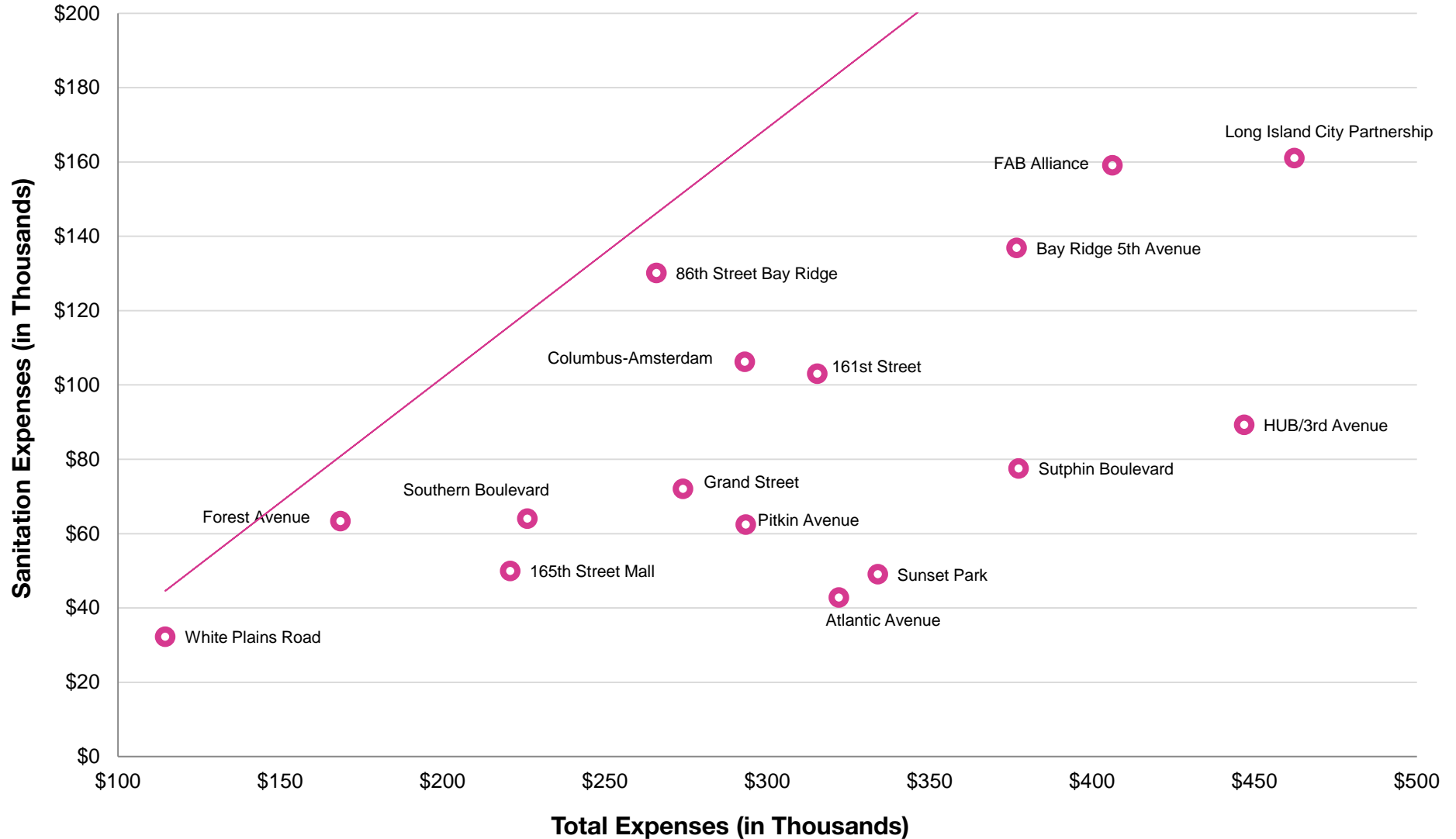


The trend lines on the above graph represent a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Expenses

BIDs <\$250K and \$250K - \$500K (allocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

BIDs <\$250K (allocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
165th Street Mall	\$220,820	\$49,928	22.6%	8	\$6,241	3,240	\$15.41
Forest Avenue	\$168,579	\$63,341	37.6%	32	\$1,979	3,640	\$17.40
Southern Boulevard	\$226,089	\$64,000	28.3%	12	\$5,333	4,676	\$13.69
White Plains Road	\$114,615	\$32,209	28.1%	5	\$6,442	1,880	\$17.13
Average	\$182,526	\$52,370	28.7%	14	\$3,675	3,359	\$15.59
Median	\$194,700	\$56,635	-	10	\$5,787	3,440	\$16.27

Sanitation Programs

Comparative Data

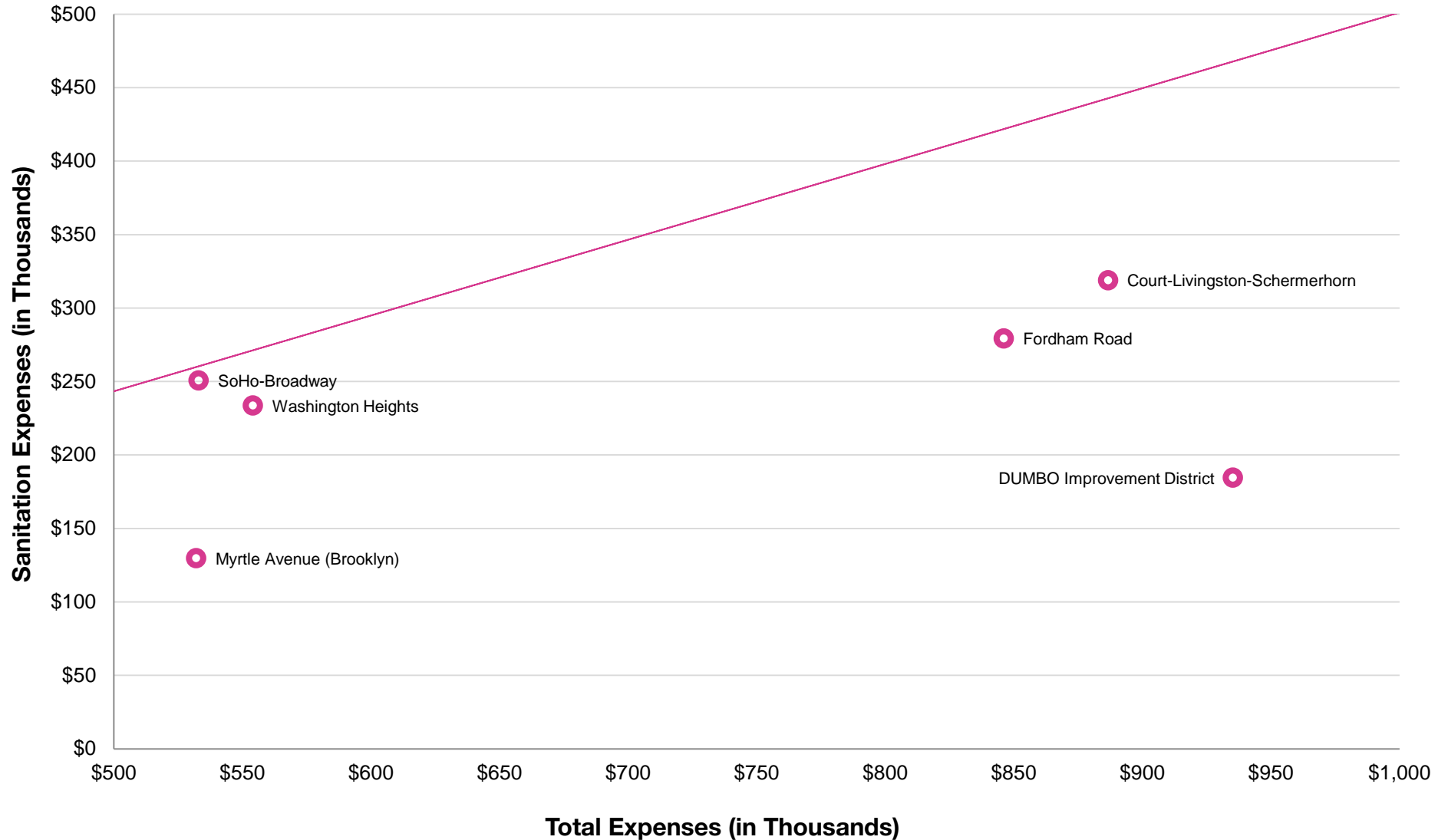
BIDs \$250K - \$500K (allocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
161st Street	\$315,400	\$103,000	32.7%	15	\$6,867	4,924	\$20.92
86th Street Bay Ridge	\$265,837	\$130,095	48.9%	16	\$8,131	6,274	\$20.74
Atlantic Avenue	\$322,006	\$42,797	13.3%	58	\$738	1,586	\$26.98
Bay Ridge 5th Avenue	\$376,773	\$136,843	36.3%	40	\$3,421	8,960	\$15.27
Columbus-Amsterdam	\$293,089	\$106,178	36.2%	44	\$2,413	3,765	\$28.20
FAB Alliance	\$406,260	\$159,097	39.2%	37	\$4,300	9,188	\$17.32
Grand Street	\$274,037	\$72,005	26.3%	12	\$6,000	3,927	\$18.34
HUB/3rd Avenue	\$446,839	\$89,238	20.0%	20	\$4,462	5,115	\$17.45
Long Island City Partnership	\$462,272	\$161,010	34.8%	29	\$5,552	8,375	\$19.23
Pitkin Avenue	\$293,392	\$62,411	21.3%	29	\$2,152	3,120	\$20.00
Sunset Park	\$334,031	\$49,065	14.7%	52	\$944	2,080	\$23.59
Sutphin Boulevard	\$377,412	\$77,476	20.5%	12	\$6,456	3,640	\$21.28
Average	\$347,279	\$99,101	28.5%	30	\$3,267	5,080	\$19.51
Median	\$328,019	\$96,119	-	29	\$4,381	4,426	\$20.37

Sanitation Programs

Expenses

BIDs \$500K - \$1M (allocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

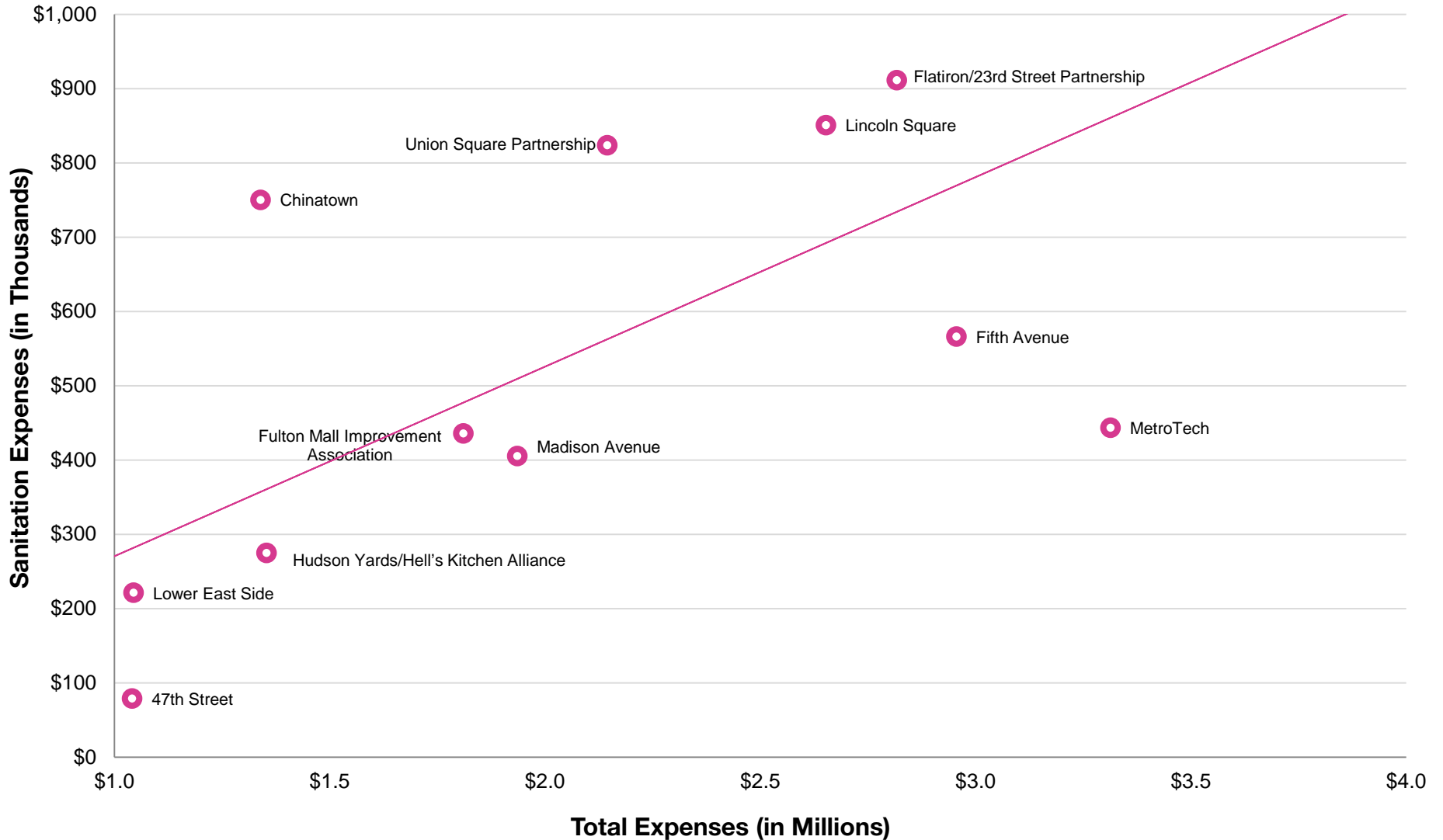
BIDs \$500K - \$1M (allocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
Court-Livingston-Schermerhorn	\$886,709	\$318,810	36.0%	68	\$4,688	19,822	\$16.08
DUMBO Improvement District	\$935,221	\$184,459	19.7%	120	\$1,537	10,192	\$18.10
Fordham Road	\$846,131	\$279,096	33.0%	35	\$7,974	18,790	\$14.85
Myrtle Avenue (Brooklyn)	\$532,050	\$129,696	24.4%	26	\$4,988	6,240	\$20.78
SoHo-Broadway	\$532,993	\$250,554	47.0%	12	\$20,880	12,609	\$19.87
Washington Heights	\$554,130	\$233,538	42.1%	29	\$8,053	12,624	\$18.50
Average	\$714,539	\$232,692	32.6%	48	\$4,814	\$13,380	\$17.39
Median	\$700,131	\$242,046	-	32	\$6,481	\$12,617	\$18.30

Sanitation Programs

Expenses

BIDs \$1M - \$5M (allocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

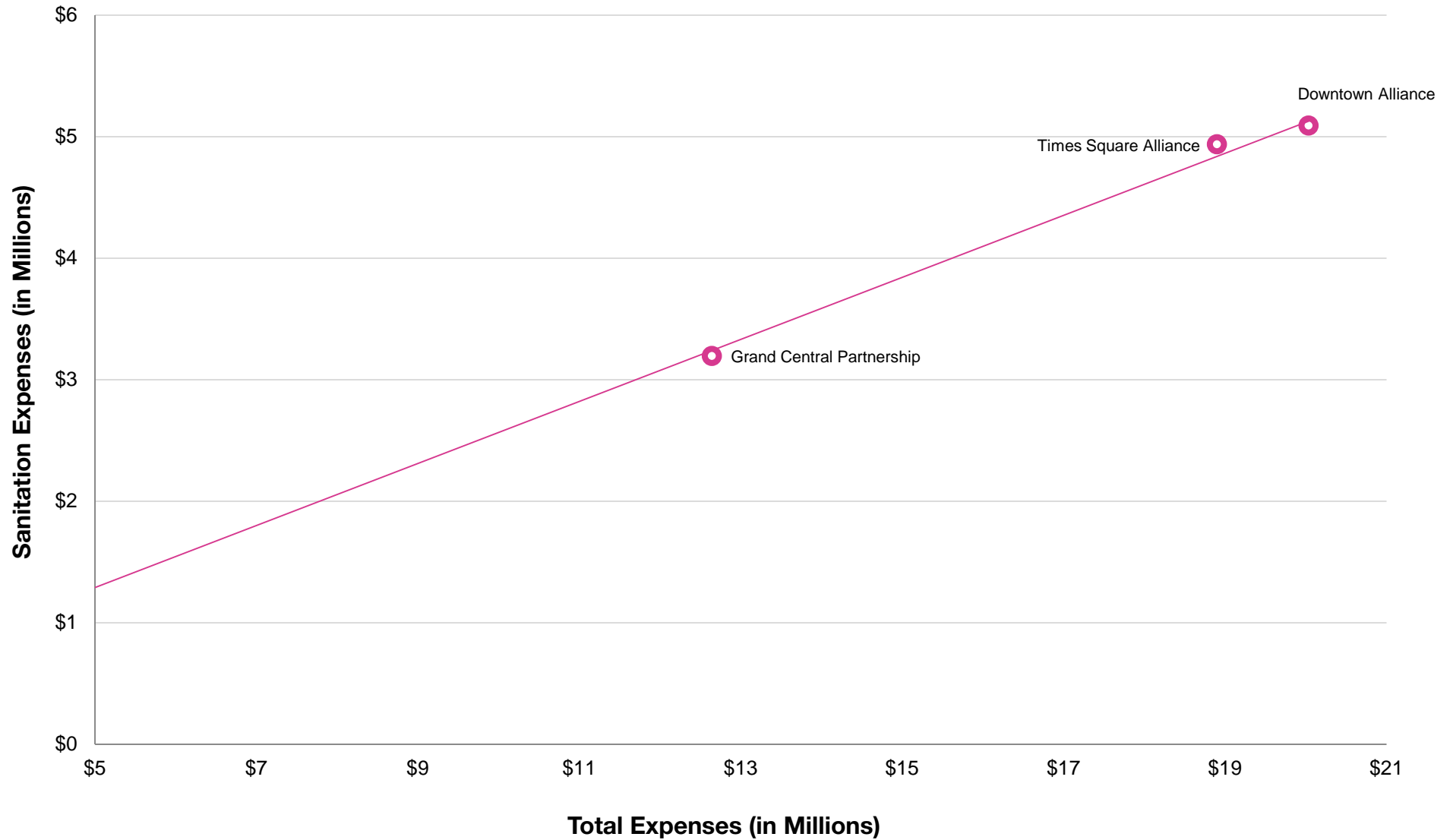
BIDs \$1M - \$5M (allocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
47th Street	\$1,041,522	\$78,639	7.6%	2	\$39,320	2,808	\$28.01
Chinatown	\$1,339,647	\$750,000	56.0%	240	\$3,125	36,884	\$20.33
Fifth Avenue	\$2,955,875	\$565,937	19.1%	38	\$14,893	13,152	\$43.03
Flatiron/23rd Street Partnership	\$2,817,136	\$910,940	32.3%	103	\$8,844	45,990	\$19.81
Fulton Mall Improvement Association	\$1,810,550	\$435,531	24.1%	53	\$8,218	32,448	\$13.42
Hudson Yards/ Hell's Kitchen Alliance	\$1,353,435	\$274,604	20.3%	100	\$2,746	14,970	\$18.34
Lincoln Square	\$2,652,541	\$850,517	32.1%	84	\$10,125	33,034	\$25.75
Lower East Side	\$1,044,793	\$221,057	21.2%	72	\$3,070	4,160	\$53.14
Madison Avenue	\$1,935,717	\$405,250	20.9%	164	\$2,471	23,440	\$17.29
MetroTech	\$3,313,394	\$443,168	13.4%	97	\$4,569	24,276	\$18.26
Union Square Partnership	\$2,144,501	\$823,474	38.4%	32	\$25,734	44,731	\$18.41
Average	\$2,037,192	\$523,556	25.7%	90	\$5,847	25,081	\$20.87
Median	\$1,935,717	\$443,168	-	84	\$8,218	24,276	\$19.81

Sanitation Programs

Expenses

BIDs \$5M+ (allocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

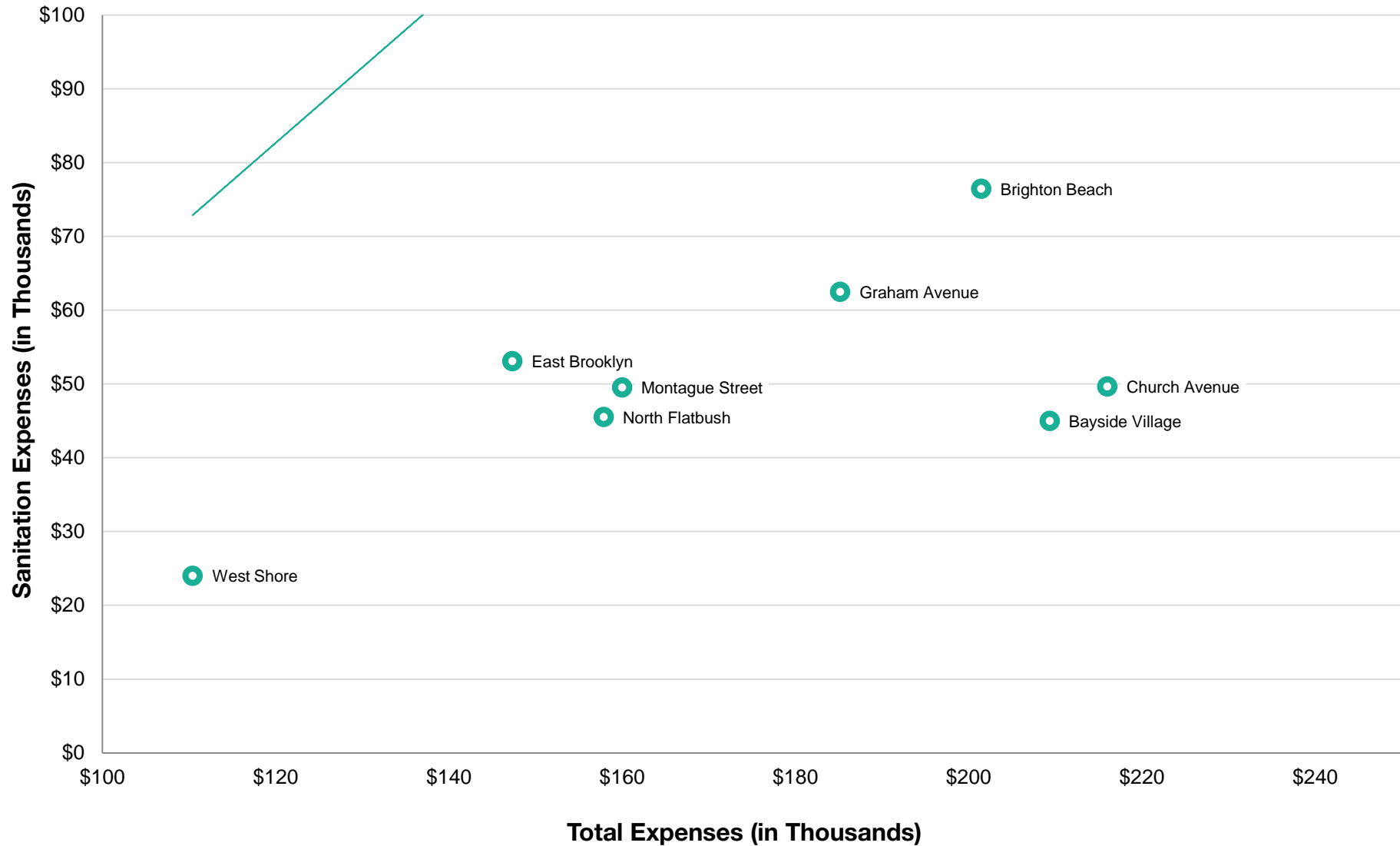
BIDs \$5M+ (allocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
Downtown Alliance	\$20,036,725	\$5,092,033	25.4%	458	\$11,118	125,024	\$40.73
Grand Central Partnership	\$12,644,059	\$3,195,461	25.3%	280	\$11,412	125,443	\$25.47
Times Square Alliance	\$18,901,771	\$4,937,387	26.1%	123	\$40,141	145,600	\$33.91
Average	\$17,194,185	\$4,408,294	25.6%	287	\$15,360	132,022	\$33.39
Median	\$18,901,771	\$4,937,387	-	280	\$11,412	125,443	\$33.91

Sanitation Programs

Expenses

BIDs <\$250K (unallocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

BIDs <\$250K (unallocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
Bayside Village	\$209,349	\$44,990	21.5%	15	\$2,999	2,496	\$18.02
Brighton Beach	\$201,450	\$76,450	37.9%	17	\$4,497	1,820	\$42.01
Church Avenue	\$215,996	\$49,644	23.0%	17	\$2,920	4,368	\$11.37
East Brooklyn	\$147,317	\$53,076	36.0%	160	\$332	2,246	\$23.63
Graham Avenue	\$185,157	\$62,486	33.7%	26	\$2,403	4,860	\$12.86
Montague Street	\$159,986	\$49,506	30.9%	6	\$7,921	3,150	\$15.72
North Flatbush	\$157,873	\$45,532	28.8%	35	\$1,301	2,184	\$20.85
South Shore*	\$10,331	-	-	65	-	-	-
West Shore*	\$110,420	\$24,000	21.7%	15	\$1,600	364	\$65.93
Average	\$155,320	\$50,710	29.0%	40	\$1,139	2,686	\$18.88
Median	\$159,986	\$49,575	-	17	\$2,662	2,371	\$19.44

*Initiated service provision in FY16; data represents partial year operations

Sanitation Programs

Expenses

BIDs \$250K - \$500K (unallocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

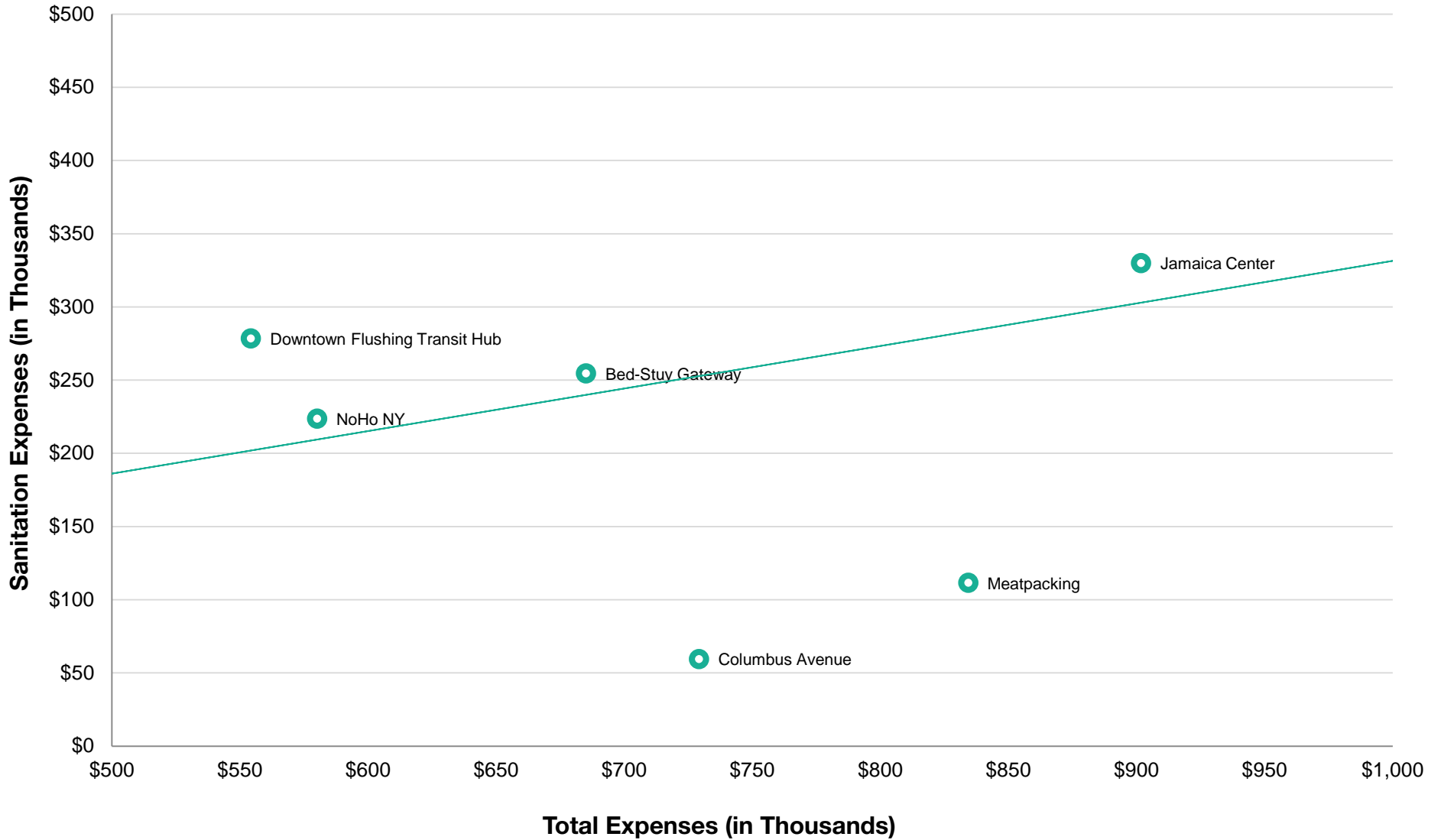
BIDs \$250K - \$500K (unallocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
82nd Street Partnership	\$323,741	\$85,682	26.5%	6	\$14,280	4,979	\$17.21
Belmont	\$464,032	\$46,869	10.1%	74	\$633	3,200	\$14.65
Flatbush Avenue	\$343,501	\$115,511	33.6%	19	\$6,080	6,610	\$17.48
Flatbush-Nostrand Junction	\$344,338	\$118,338	34.4%	22	\$5,379	5,408	\$21.88
Jerome-Gun Hill	\$289,475	\$107,815	37.2%	24	\$4,492	9,616	\$11.21
Kings Highway	\$286,111	\$100,345	35.1%	24	\$4,181	4,160	\$24.12
Kingsbridge	\$351,127	\$114,499	32.6%	26	\$4,404	6,900	\$16.59
Myrtle Avenue (Queens)	\$488,989	\$132,981	27.2%	32	\$4,156	6,944	\$19.15
Park Slope 5th Avenue	\$398,944	\$98,000	24.6%	60	\$1,633	5,560	\$17.63
Steinway Street	\$393,041	\$131,995	33.6%	10	\$13,200	7,655	\$17.24
Sunnyside Shines	\$478,958	\$119,042	24.9%	36	\$3,307	6,554	\$18.16
Westchester Square	\$406,444	\$112,704	27.7%	23	\$4,900	7,800	\$14.45
Woodhaven	\$252,148	\$88,000	34.9%	50	\$1,760	5,096	\$17.27
Average	\$370,835	\$105,522	28.5%	31	\$3,379	6,191	\$17.04
Median	\$351,127	\$112,704	-	24	\$4,404	6,554	\$17.27

Sanitation Programs

Expenses

BIDs \$500K - \$1M (unallocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

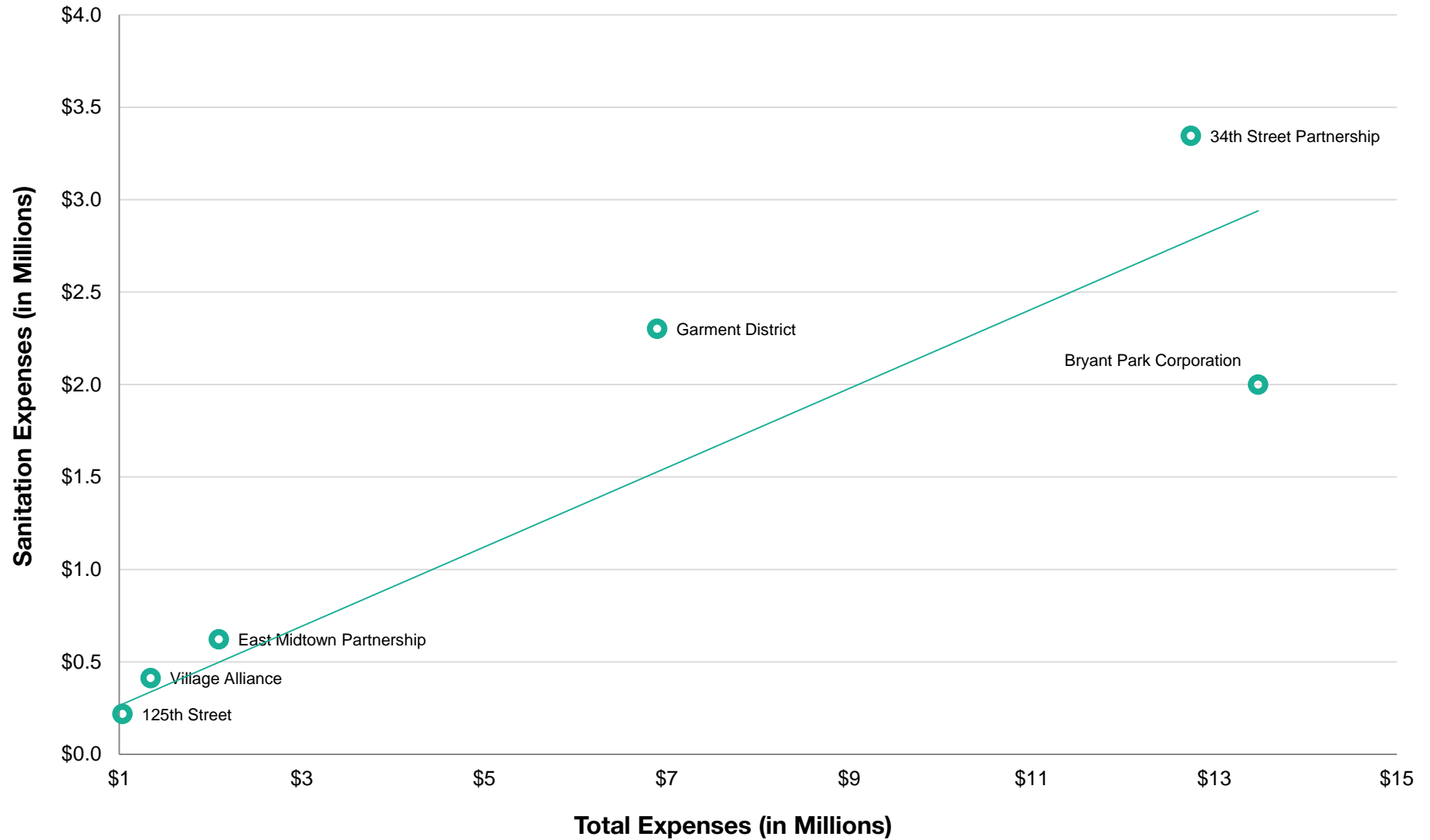
BIDs \$500K - \$1M (unallocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
Bed-Stuy Gateway	\$685,138	\$254,454	37.1%	32	\$7,952	12,355	\$20.60
Columbus Avenue	\$729,218	\$59,390	8.1%	30	\$1,980	2,080	\$28.55
Downtown Flushing Transit Hub	\$554,302	\$278,312	50.2%	15	\$18,554	15,500	\$17.96
Jamaica Center	\$901,809	\$329,832	36.6%	30	\$10,994	17,520	\$18.83
Meatpacking	\$834,343	\$111,424	13.4%	93	\$1,198	7,696	\$14.48
NoHo NY	\$580,189	\$223,499	38.5%	60	\$3,725	11,856	\$18.85
Average	\$714,166	\$209,485	29.3%	43	\$4,834	11,168	\$18.76
Median	\$707,178	\$238,977	-	31	\$5,838	12,106	\$18.84

Sanitation Programs

Expenses

BIDs \$1M - \$5M and \$5M+ (unallocated)



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Programs

Comparative Data

BIDs \$1M - \$5M (unallocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
125th Street	\$1,035,208	\$218,000	21.1%	22	\$9,909	12,735	\$17.12
East Midtown Partnership	\$2,091,583	\$621,147	29.7%	132	\$4,706	62,768	\$9.90
Village Alliance	\$1,343,866	\$412,440	30.7%	67	\$6,156	22,199	\$18.58
Average	\$1,490,219	\$417,196	28.0%	74	\$5,663	32,567	\$12.81
Median	\$1,343,866	\$412,440	-	67	\$6,156	22,199	\$17.12

Sanitation Programs

Comparative Data

BIDs \$5M+ (unallocated)

BID	Total Expenses	Sanitation Expenses	% Total Expenses	Number of Block Faces	Sanitation Expenses / Block Face	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
34th Street Partnership	\$12,745,532	\$3,345,995	26.3%	108	\$30,981	135,120	\$24.76
Bryant Park Corporation	\$13,481,545	\$2,000,478	14.8%	4	\$500,120	74,120	\$26.99
Garment District	\$6,895,427	\$2,301,431	33.4%	95	\$24,226	68,446	\$33.62
Average	\$11,040,835	\$2,549,301	23.1%	69	\$36,946	92,562	\$27.54
Median	\$12,745,532	\$2,301,431	-	95	\$30,981	74,120	\$26.99



Appendix B Public Safety Programs

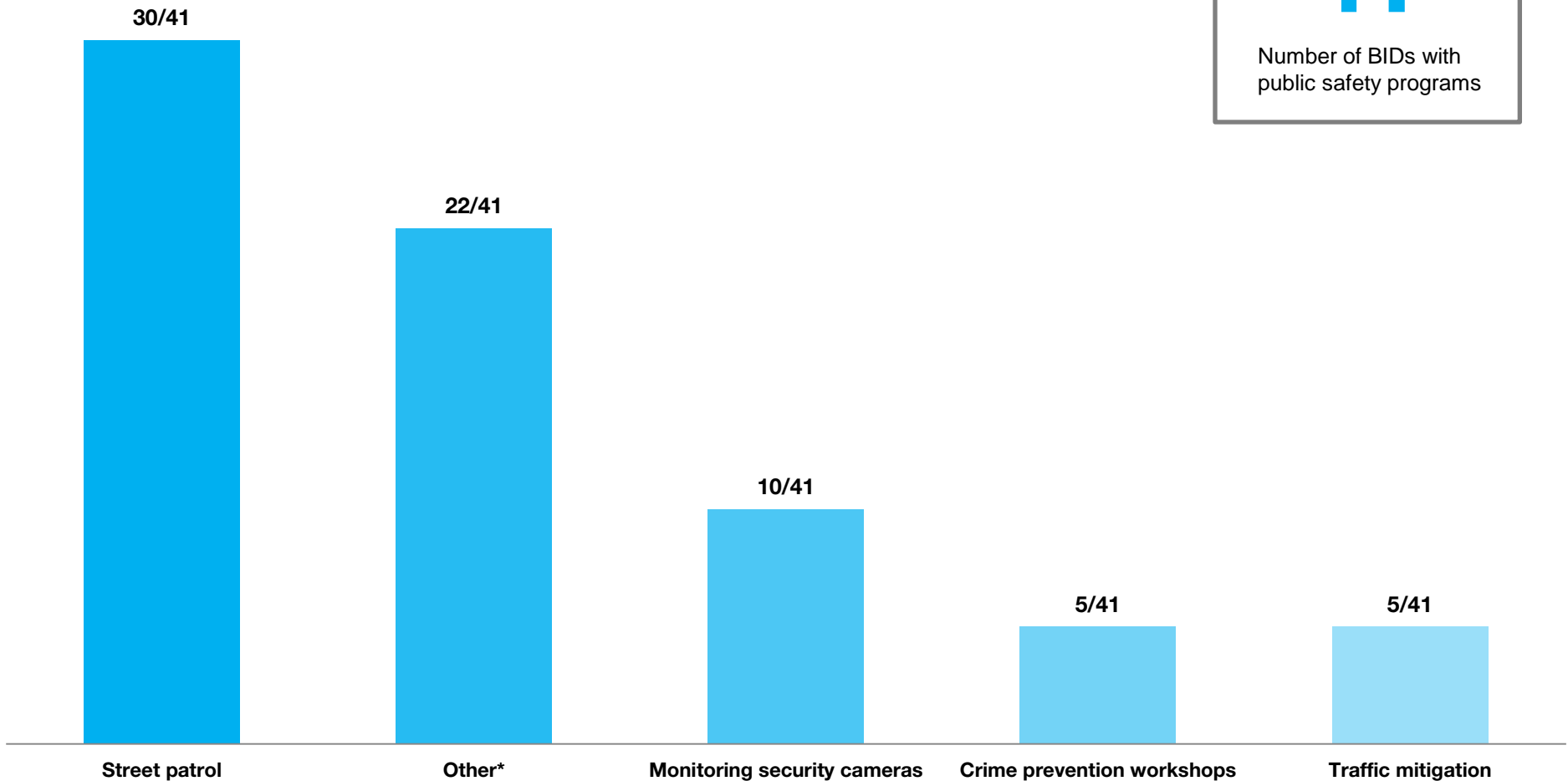
FY **16**
Fiscal Year

Public Safety Programs

Service Delivery

What kinds of public safety services do BIDs provide?

41
Number of BIDs with public safety programs

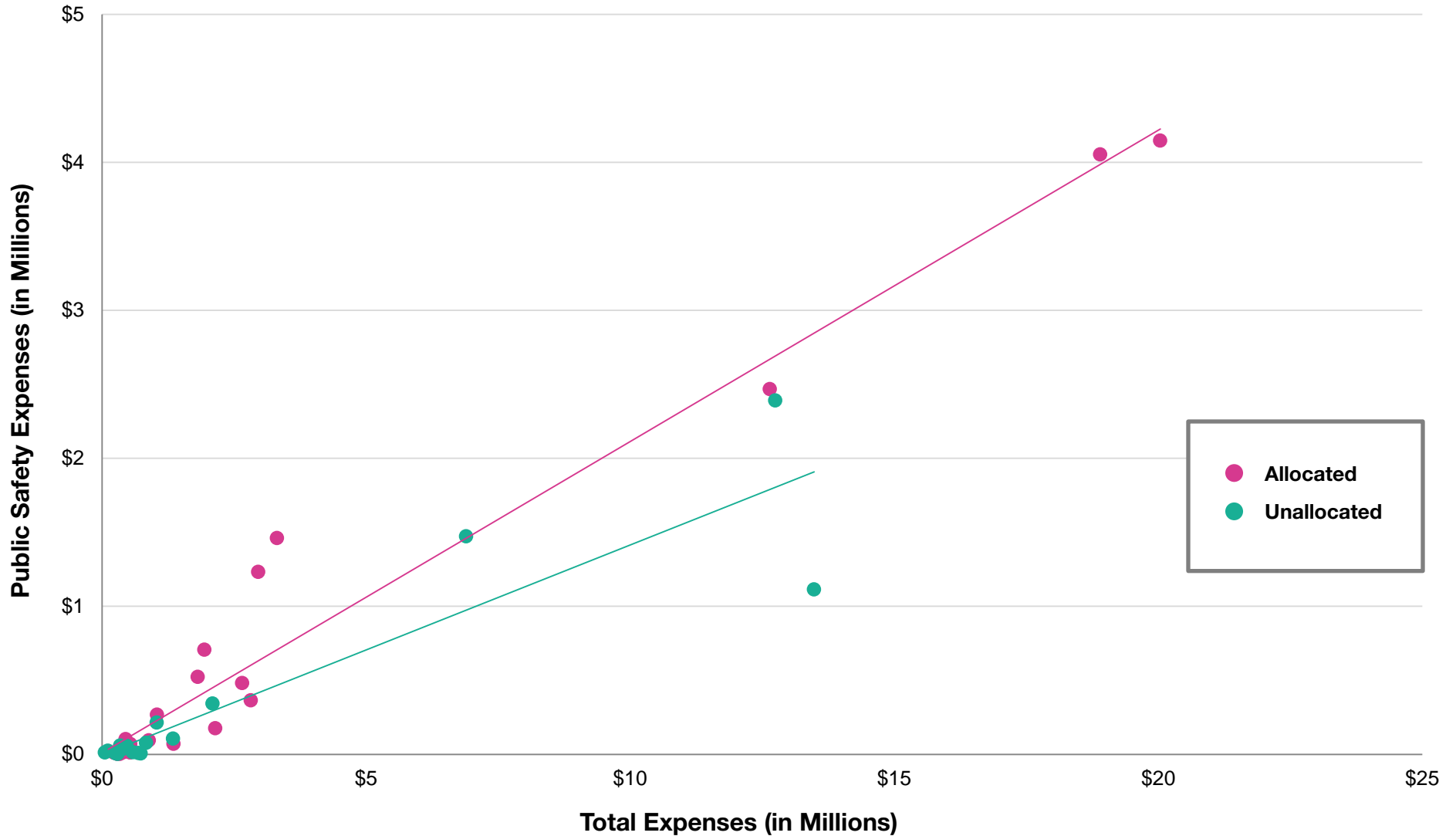


*Other public safety programs include: recording illegal dumping and illegal vending, liaising with store owners, patrolling parks, assisting tourists, providing safety escorts and event security, verifying street work permits, coordinating with NYPD, and managing pedestrian traffic

Public Safety Programs

Expenses

FY16 Public Safety, All BIDs

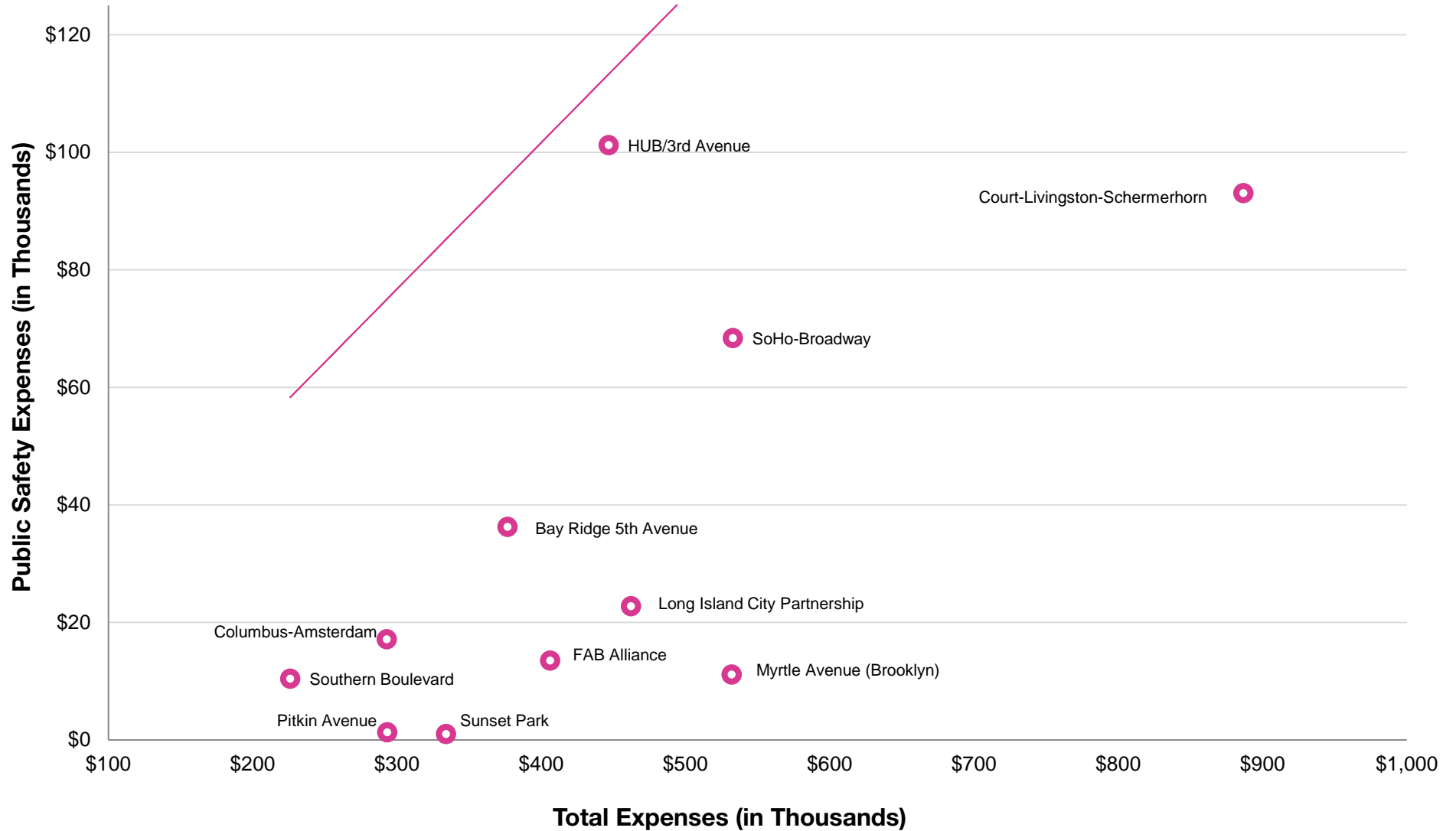


The trend lines on the above graph represent a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Expenses

BIDs <\$250K, \$250K - \$500K and \$500K - \$1M (allocated)



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Comparative Data

BIDs <\$250K (allocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Southern Boulevard	\$226,089	\$10,397	4.6%	12	\$866	104	\$99.97

Public Safety Programs

Comparative Data

BIDs \$250K - \$500K (allocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Bay Ridge 5th Avenue	\$376,773	\$36,227	9.6%	40	\$906	2,090	\$17.33
Columbus-Amsterdam	\$293,089	\$17,089	5.8%	44	\$388	N/A: Coordinate with NYPD	--
FAB Alliance	\$406,260	\$13,495	3.3%	37	\$365	293	\$46.06
HUB/3rd Avenue	\$446,839	\$101,204	22.6%	20	\$5,060	5,250	\$19.28
Long Island City Partnership	\$462,272	\$22,723	4.9%	29	\$784	800	\$28.40
Pitkin Avenue	\$293,392	\$1,250	0.4%	29	\$43	N/A: Coordinate with NYPD	--
Sunset Park	\$334,031	\$995	0.3%	52	\$19	N/A: Coordinate with NYPD	--
Average	\$373,237	\$27,569	10.3%	36	\$1,378	2,108	\$20.59
Median	\$376,773	\$17,089	-	37	\$388	1,445	\$23.84

Public Safety Programs

Comparative Data

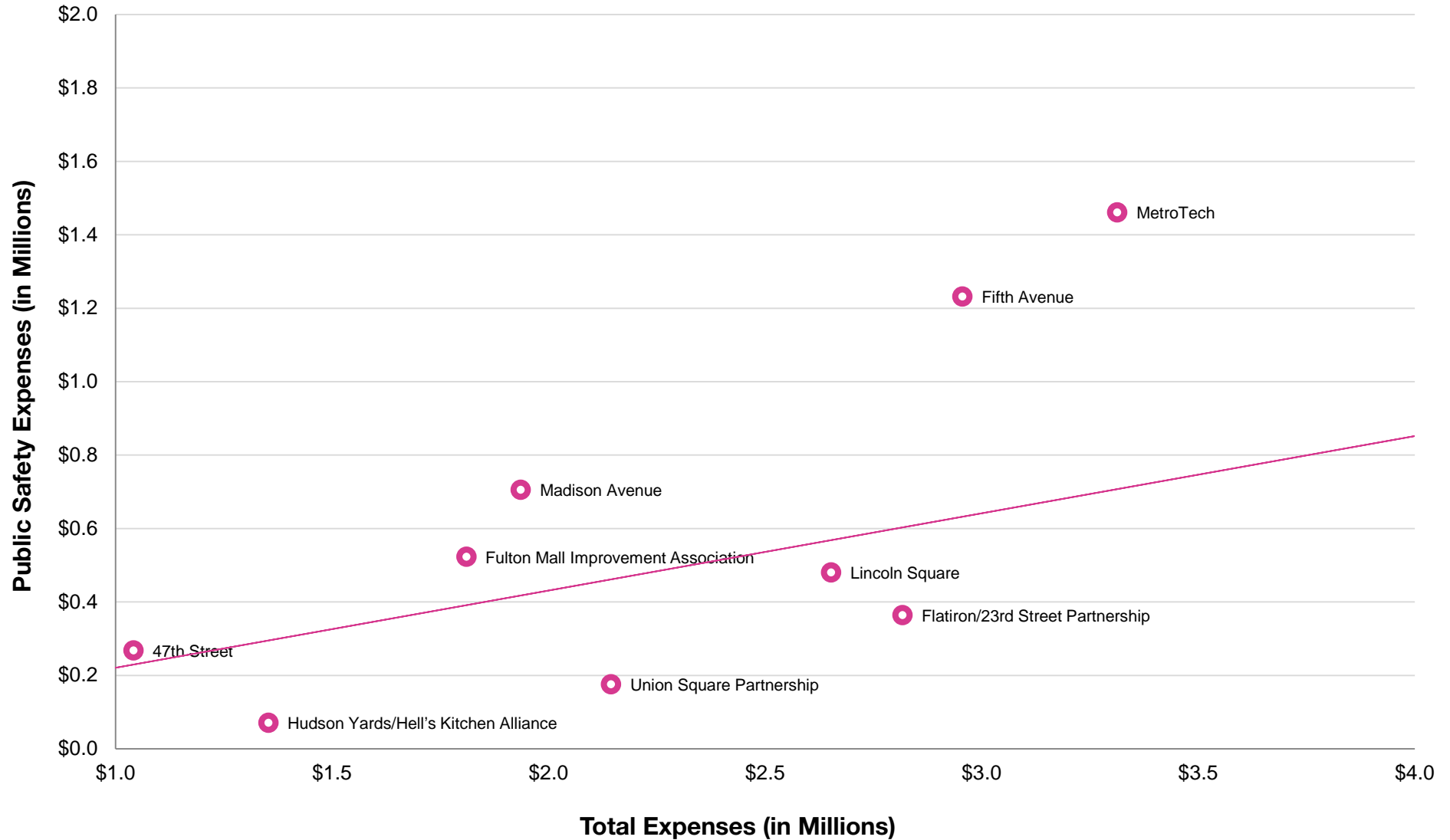
BIDs \$500K - \$1M (allocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Court-Livingston-Schermerhorn	\$886,709	\$93,013	10.5%	68	\$1,368	2,080	\$44.72
Fordham Road	\$846,131	-	-	35	-	956	-
Myrtle Avenue (Brooklyn)	\$532,050	\$11,085	2.1%	26	\$426	N/A: Security Camera Program	-
SoHo-Broadway	\$532,993	\$68,377	12.8%	12	\$5,698	N/A: Coordinate with City agencies	-
Average	\$699,471	\$57,492	6.2%	35	\$1,223	1,518	\$56.81
Median	\$689,562	\$68,377	-	31	\$1,368	1,518	-

Public Safety Programs

Expenses

BIDs \$1M - \$5M (allocated)



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Comparative Data

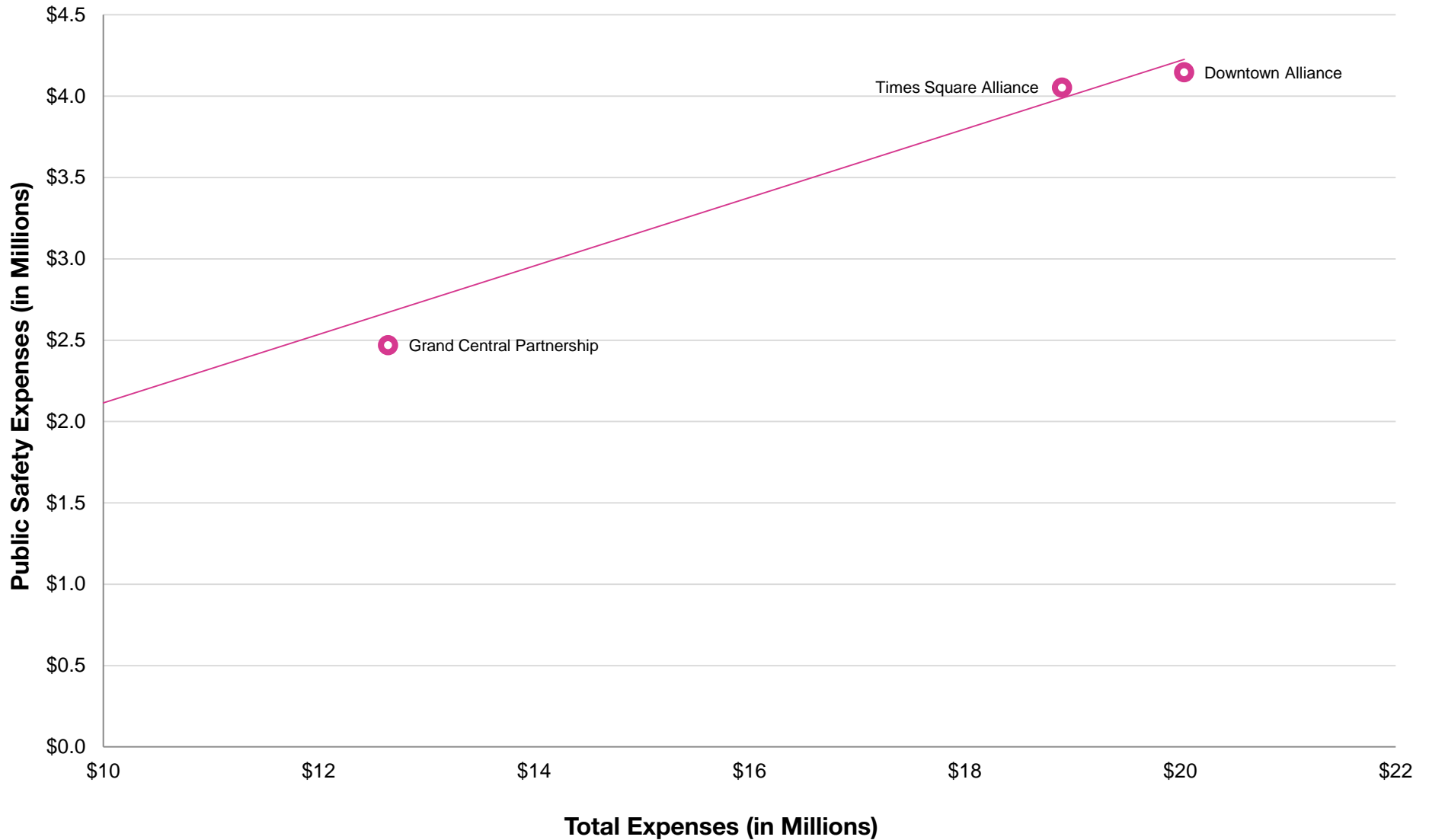
BIDs \$1M - \$5M (allocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
47th Street	\$1,041,522	\$267,482	25.7%	2	\$133,741	8,000	\$33.44
Fifth Avenue	\$2,955,875	\$1,231,185	41.7%	38	\$32,400	34,368	\$35.82
Flatiron/23rd Street Partnership	\$2,817,136	\$363,445	12.9%	103	\$3,529	14,697	\$24.73
Fulton Mall Improvement Association	\$1,810,550	\$522,388	28.9%	53	\$9,856	20,800	\$25.11
Hudson Yards/ Hell's Kitchen Alliance	\$1,353,435	\$70,338	5.2%	100	\$703	4,015	\$17.52
Lincoln Square	\$2,652,541	\$480,160	18.1%	84	\$5,716	18,080	\$26.56
Madison Avenue	\$1,935,717	\$705,347	36.4%	164	\$4,301	29,120	\$24.22
MetroTech	\$3,313,394	\$1,460,256	44.1%	97	\$15,054	47,840	\$30.52
Union Square Partnership	\$2,144,501	\$175,594	8.2%	32	\$5,487	N/A: Staff Patrol	-
Average	\$2,224,963	\$586,244	26.3%	75	\$7,840	22,115	\$29.82
Median	\$2,144,501	\$480,160	-	84	\$5,716	19,440	\$25.84

Public Safety Programs

Expenses

BIDs \$5M+ (allocated)



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Comparative Data

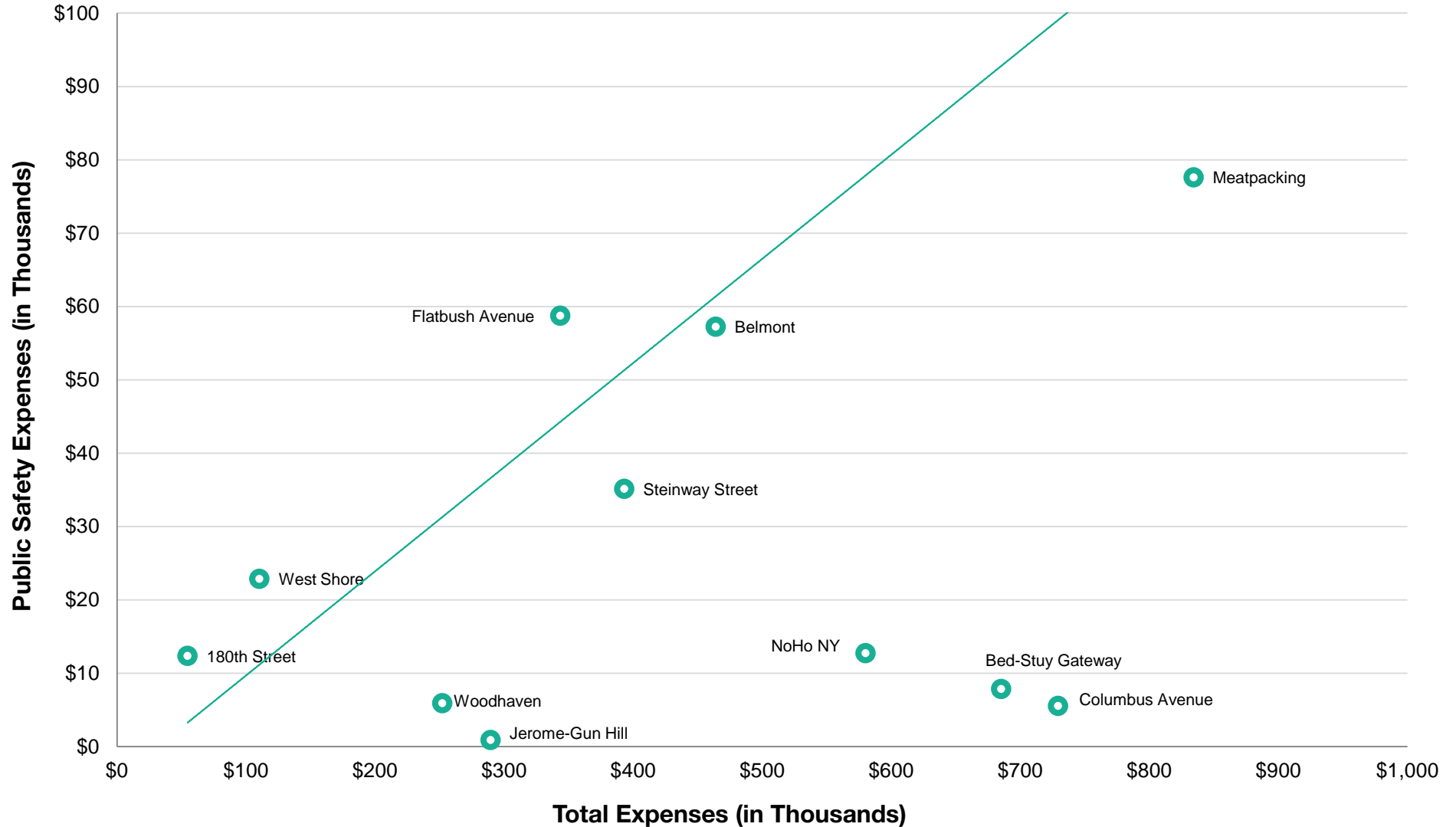
BIDs \$5M+ (allocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Downtown Alliance	\$20,036,725	\$4,146,986	20.7%	458	\$9,055	108,954	\$38.06
Grand Central Partnership	\$12,644,059	\$2,467,987	19.5%	280	\$8,814	89,587	\$27.55
Times Square Alliance	\$18,901,771	\$4,052,544	21.4%	123	\$32,948	93,600	\$43.30
Average	\$17,194,185	\$3,555,839	20.7%	287	\$12,390	97,380	\$36.51
Median	\$18,901,771	\$4,052,544	-	280	\$9,055	93,600	\$38.06

Public Safety Programs

Expenses

BIDs <\$250K, \$250K - \$500K and \$500K - \$1M (unallocated)



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Comparative Data

BIDs <\$250K (unallocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
180th Street	\$54,732	\$12,377	22.6%	26	\$476	400	\$30.94
West Shore	\$110,420	\$22,880	20.7%	15	\$1,525	832	\$27.50
Average	\$82,576	\$17,629	20.1%	21	\$860	616	\$28.62
Median	\$82,576	\$17,629	-	21	\$1,001	616	\$29.22

Public Safety Programs

Comparative Data

BIDs \$250K - \$500K (unallocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Belmont	\$464,032	\$57,250	12.3%	74	\$774	2,200	\$26.02
Flatbush Avenue	\$343,501	\$58,736	17.1%	19	\$3,091	3,292	\$17.84
Jerome-Gun Hill	\$289,475	\$890	0.3%	24	\$37	N/A: Security Camera Program	-
Steinway Street	\$393,041	\$35,121	8.9%	10	\$3,512	N/A: Security Camera Program	-
Woodhaven	\$252,148	\$5,924	2.3%	50	\$118	200	\$29.62
Average	\$348,439	\$31,584	9.1%	35	\$892	1,897	\$27.74
Median	\$343,501	\$35,121	-	24	\$774	2,200	\$26.02

Public Safety Programs

Comparative Data

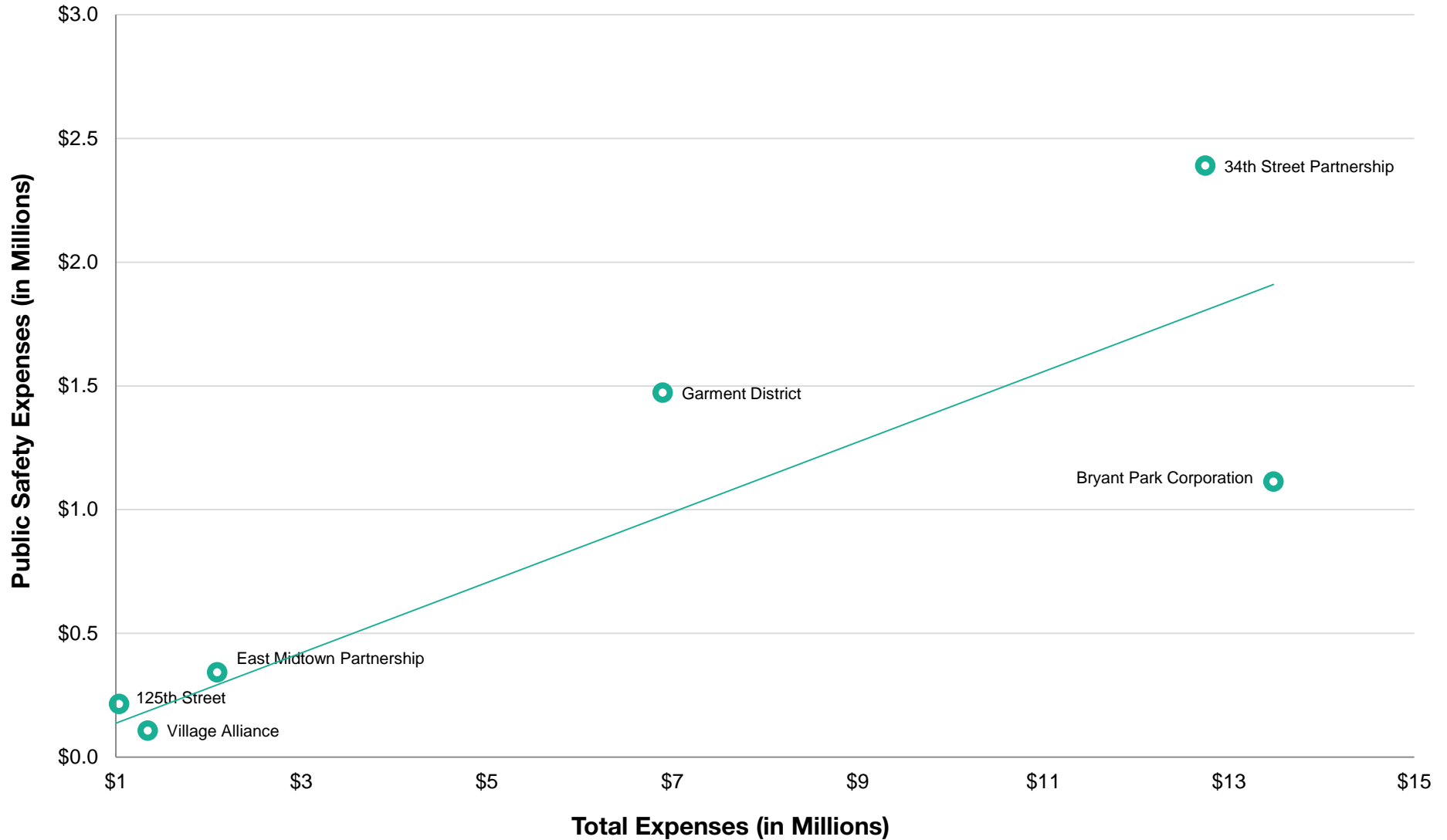
BIDs \$500K - \$1M (unallocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Bed-Stuy Gateway	\$685,138	\$7,860	1.1%	32	\$246	1,191	\$6.60
Columbus Avenue	\$729,218	\$5,557	0.8%	30	\$185	N/A: Coordinate with NYPD	-
Meatpacking	\$834,343	\$77,607	9.3%	93	\$834	3,312	\$23.43
NoHo NY	\$580,189	\$12,731	2.2%	60	\$212	3,000	\$4.24
Average	\$707,222	\$25,939	3.7%	54	\$483	2,501	\$13.83
Median	\$707,178	\$10,296	-	46	\$229	3,000	\$6.60

Public Safety Programs

Expenses

BIDs \$1M - \$5M and \$5M+ (unallocated)



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety Programs

Comparative Data

BIDs \$1M - \$5M (unallocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
125th Street	\$1,035,208	\$213,718	20.6%	22	\$9,714	9,888	\$21.61
East Midtown Partnership	\$2,091,583	\$342,119	16.4%	132	\$2,592	14,855	\$23.03
Village Alliance	\$1,343,866	\$105,979	7.9%	67	\$1,582	5,744	\$18.45
Average	\$1,490,219	\$220,605	14.8%	74	\$2,995	10,162	\$21.71
Median	\$1,343,866	\$213,718	-	67	\$2,592	9,888	\$21.61

Public Safety Programs

Comparative Data

BIDs \$5M+ (unallocated)

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Number of Block Faces	Public Safety Expenses / Block Face	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
34th Street Partnership	\$12,745,532	\$2,389,953	18.8%	108	\$22,129	49,875	\$47.92
Bryant Park Corporation	\$13,481,545	\$1,112,976	8.3%	4	\$278,244	24,450	\$45.52
Garment District	\$6,895,427	\$1,471,970	21.3%	95	\$15,494	48,440	\$30.39
Average	\$11,040,835	\$1,658,300	15.0%	69	\$24,033	40,922	\$40.52
Median	\$12,745,532	\$1,471,970	-	95	\$22,129	48,440	\$45.52



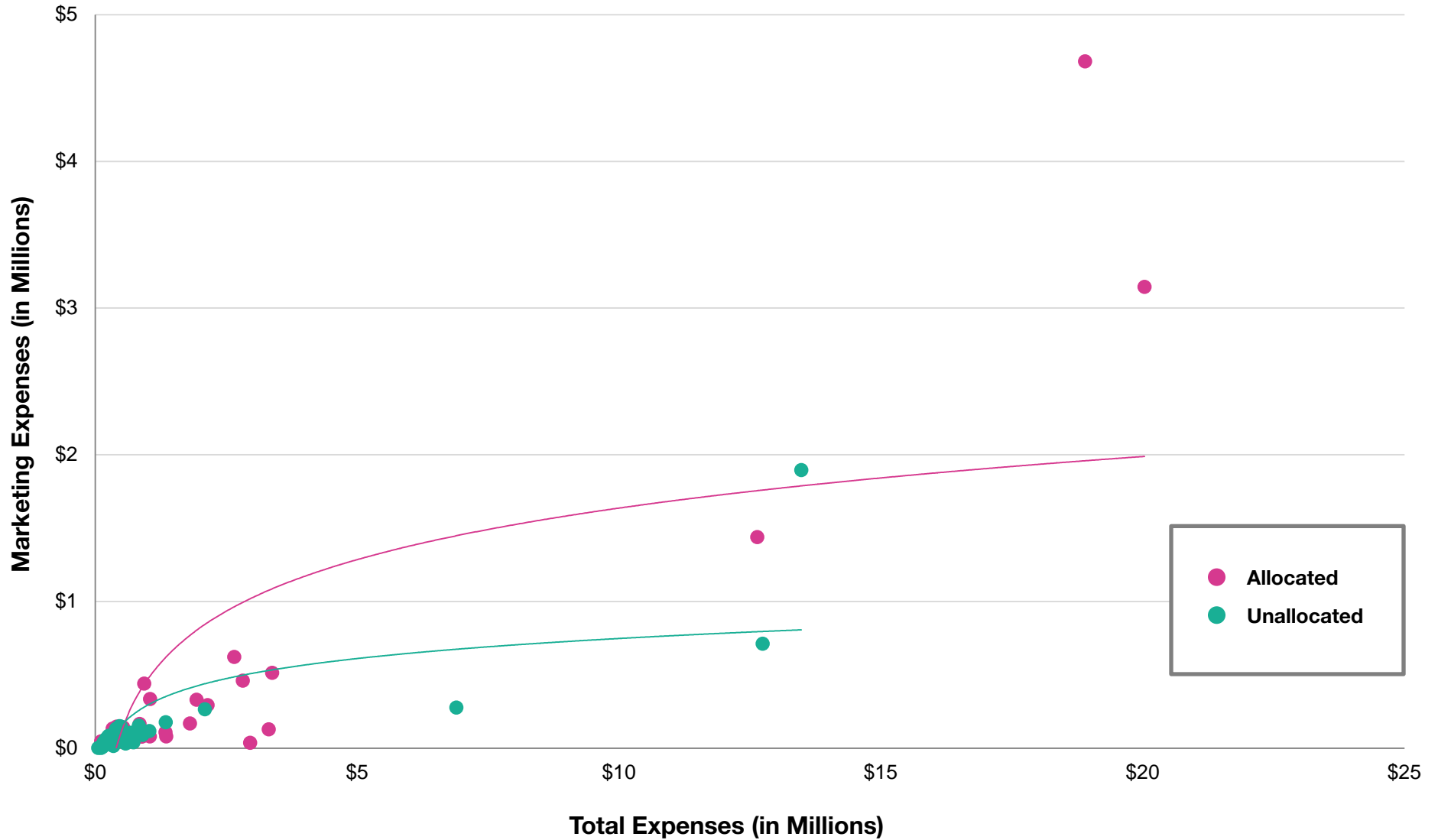
Appendix C Marketing Programs

FY **16**
Fiscal Year

Marketing Programs

Expenses

FY16 Marketing, All BIDs



The trend lines on the above graph represent a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Expenses

BIDs <\$250K and \$250K - \$500K (allocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

BIDs <\$250K (allocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
165th Street Mall	\$220,820	\$39,080	17.7%	35	15,000	30,500	200	8	\$1,597
Forest Avenue	\$168,579	\$36,477	21.6%	2	850	6,500	389	32	\$858
Southern Boulevard	\$226,089	\$53,266	23.6%	4	6,500	206	333	12	\$1,417
White Plains Road	\$114,615	\$46,529	40.6%	2	125	250	-	5	\$1,906
Average	\$182,526	\$43,838	24.0%	11	5,619	9,364	307	14	\$1,171
Median	\$194,700	\$42,805	-	3	3,675	3,375	333	10	\$1,507

Marketing Programs

Comparative Data

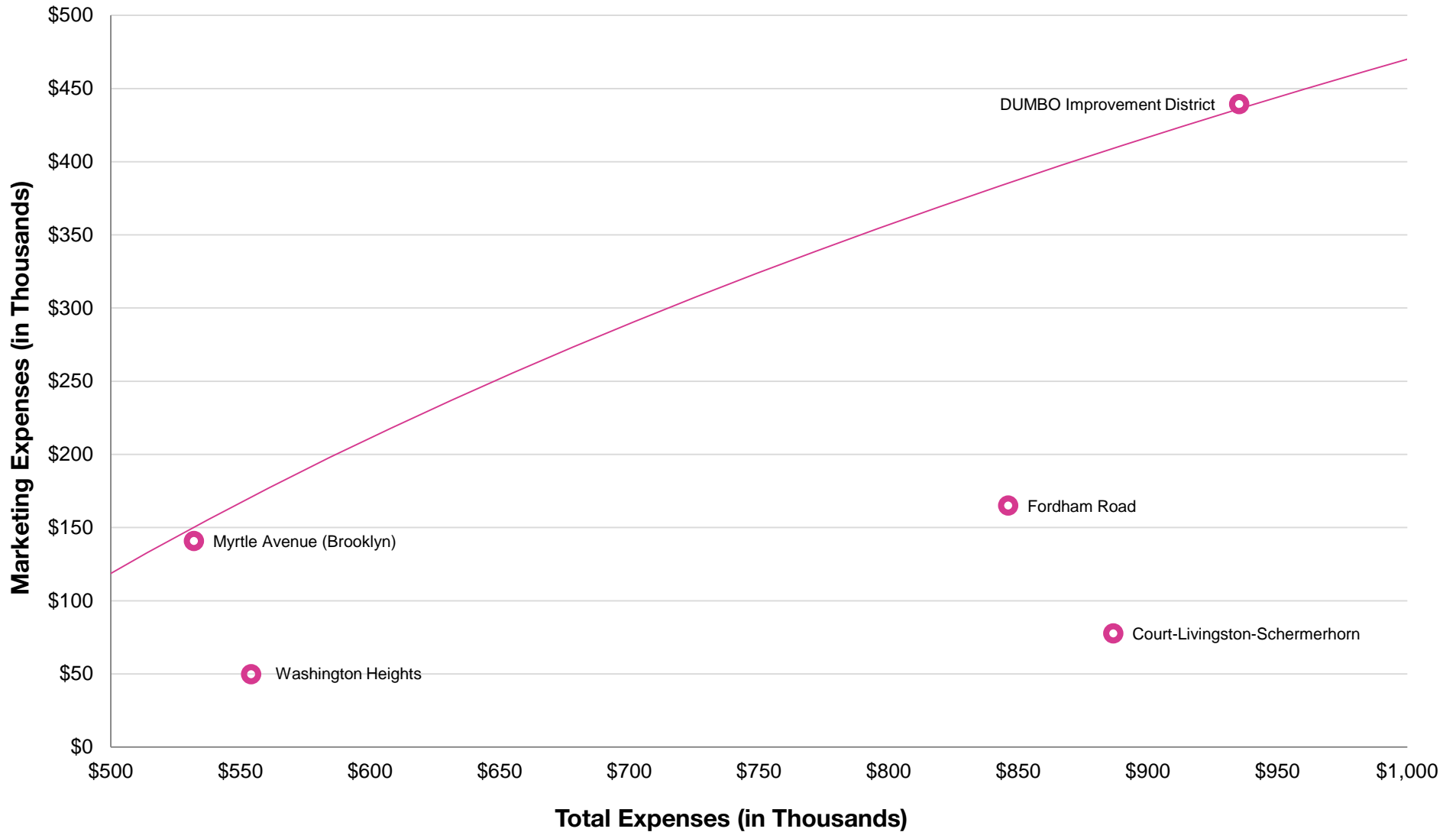
BIDs \$250K - \$500K (allocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
161st Street	\$315,400	\$60,000	19.0%	6	30,000	16,344	129	15	\$920
86th Street Bay Ridge	\$265,837	\$38,864	14.6%	2	150	300	487	16	\$1,531
Atlantic Avenue	\$322,006	\$54,870	17.0%	5	1,500	30,000	2,736	58	\$302
Bay Ridge 5th Avenue	\$376,773	\$104,918	27.8%	3	70,000	2,500	1,133	40	\$550
Columbus-Amsterdam	\$293,089	\$83,264	28.4%	28	10,000	114,770	754	44	\$273
FAB Alliance	\$406,260	\$146,746	36.1%	33	7,500	34,575	5,727	37	\$676
Grand Street	\$274,037	\$84,905	31.0%	7	1,200	12,230	1,993	12	\$929
HUB/3rd Avenue	\$446,839	\$125,257	28.0%	7	10,000	1,005	9,696	20	\$855
Long Island City Partnership	\$462,272	\$78,888	17.1%	3	16,000	15,650	7,400	29	-
Pitkin Avenue	\$293,392	\$93,523	31.9%	11	3,000	3,670	1,616	29	\$860
Sunset Park	\$334,031	\$133,393	39.9%	48	88,310	23,650	5,283	52	\$714
Sutphin Boulevard	\$377,412	\$68,650	18.2%	45	1,200	825	306	12	\$709
Average	\$347,279	\$89,440	25.8%	17	19,905	21,293	3,105	30	\$587
Median	\$328,019	\$84,085	-	7	8,750	13,940	1,805	29	\$714

Marketing Programs

Expenses

BIDs \$500K - \$1M (allocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

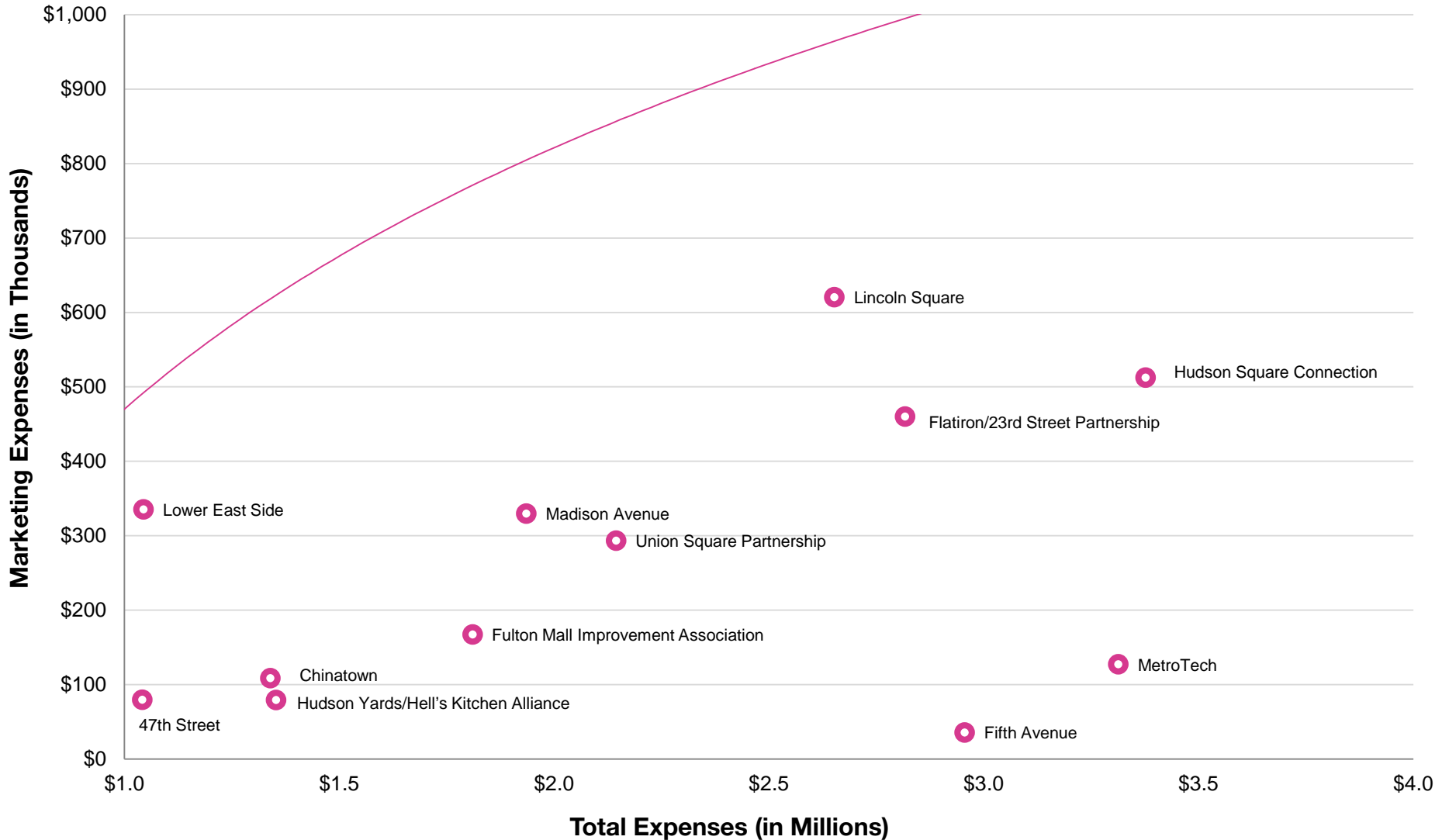
BIDs \$500K - \$1M (allocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
Court-Livingston-Schermerhorn	\$886,709	\$77,627	8.8%	3	1,500	35,000	7,181	68	\$662
DUMBO Improvement District	\$935,221	\$439,359	47.0%	70	37,000	6,600	27,900	-	-
Fordham Road	\$846,131	\$164,967	19.5%	45	150,000	46,000	3,201	35	\$474
Myrtle Avenue (Brooklyn)	\$532,050	\$140,787	26.5%	12	1,620	69,834	7,690	26	\$529
SoHo-Broadway	\$532,993	-	-	3	125	-	893	-	-
Washington Heights	\$554,130	\$49,737	9.0%	10	3,000	6,000	250	29	\$621
Average	\$714,539	\$174,495	20.4%	24	32,208	32,687	7,853	40	\$591
Median	\$700,131	\$140,787	-	11	2,310	35,000	5,191	32	\$575

Marketing Programs

Expenses

BIDs \$1M - \$5M (allocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

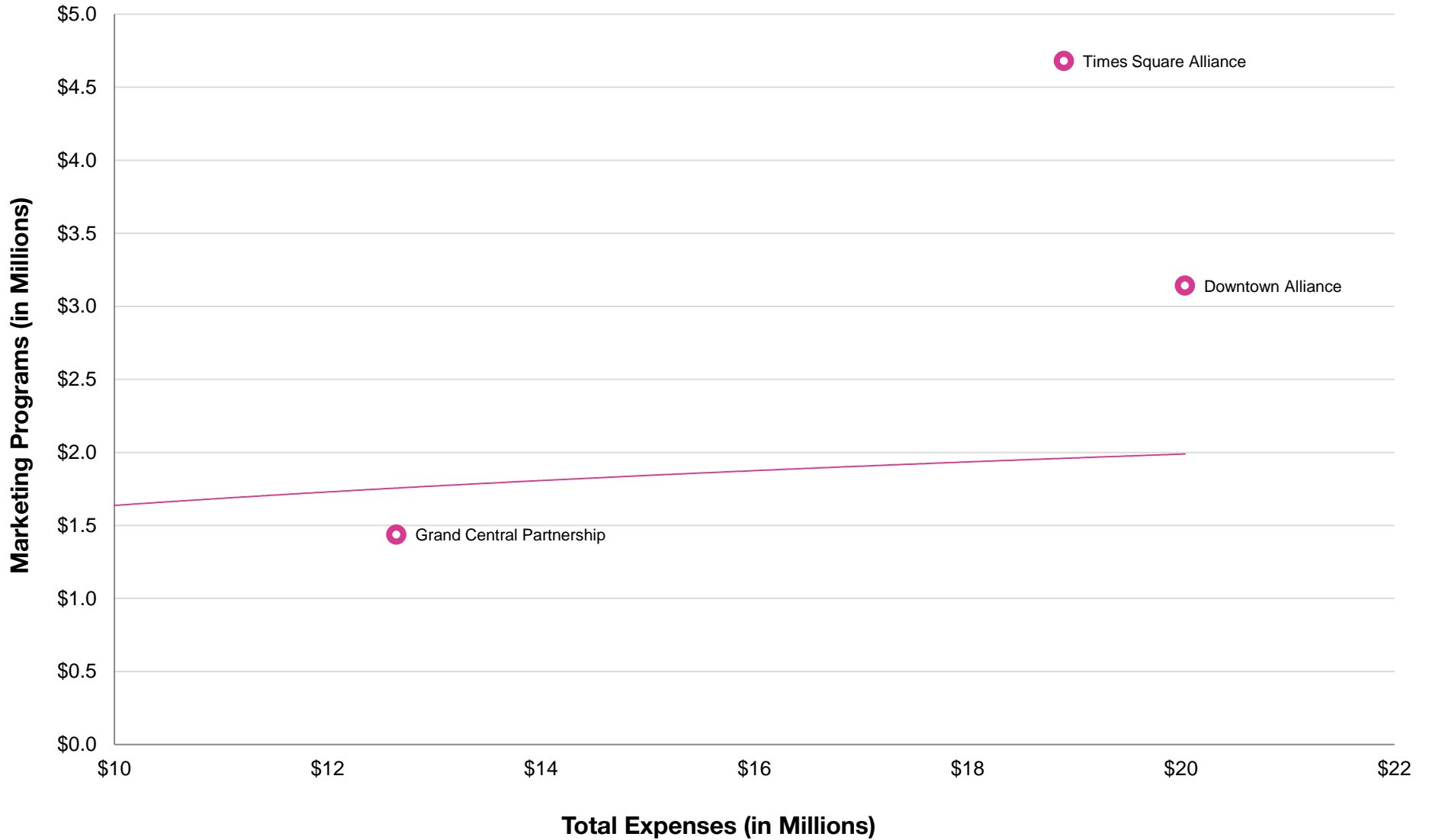
BIDs \$1M - \$5M (allocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
47th Street	\$1,041,522	\$79,349	7.6%	15	1,000	620,000	-	2	\$4,725
Chinatown	\$1,339,647	\$108,485	8.1%	26	235,740	24,005	2,515	240	\$425
Fifth Avenue	\$2,955,875	\$35,486	1.2%	-	-	1,000	-	38	\$934
Flatiron/ 23rd Street Partnership	\$2,817,136	\$459,876	16.3%	98	7,039	92,810	14,708	-	-
Fulton Mall Improvement Association	\$1,810,550	\$167,126	9.2%	12	2,000	35,000	7,181	53	\$1,038
Hudson Square Connection	\$3,377,251	\$512,194	15.2%	6	1,500	4,000	5,003	75	\$413
Hudson Yards/ Hell's Kitchen Alliance	\$1,353,435	\$79,143	5.8%	8	1,000	1,205	493	100	\$164
Lincoln Square	\$2,652,541	\$620,373	23.4%	12	21,535	312,400	4,998	84	\$224
Lower East Side	\$1,044,793	\$335,294	32.1%	5	45,000	27,500	17,100	72	\$164
Madison Avenue	\$1,935,717	\$329,621	17.0%	6	5,000	15,017	2,387	164	\$360
MetroTech	\$3,313,394	\$127,050	3.8%	15	3,000	35,000	7,181	97	\$515
Union Square Partnership	\$2,144,501	\$293,154	13.7%	182	10,650	67,300	44,010	32	\$1,250
Average	\$2,148,864	\$262,263	12.2%	35	30,315	102,936	10,558	87	\$448
Median	\$2,040,109	\$230,140	-	12	5,000	31,250	6,092	75	\$425

Marketing Programs

Expenses

BIDs \$5M+ (allocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

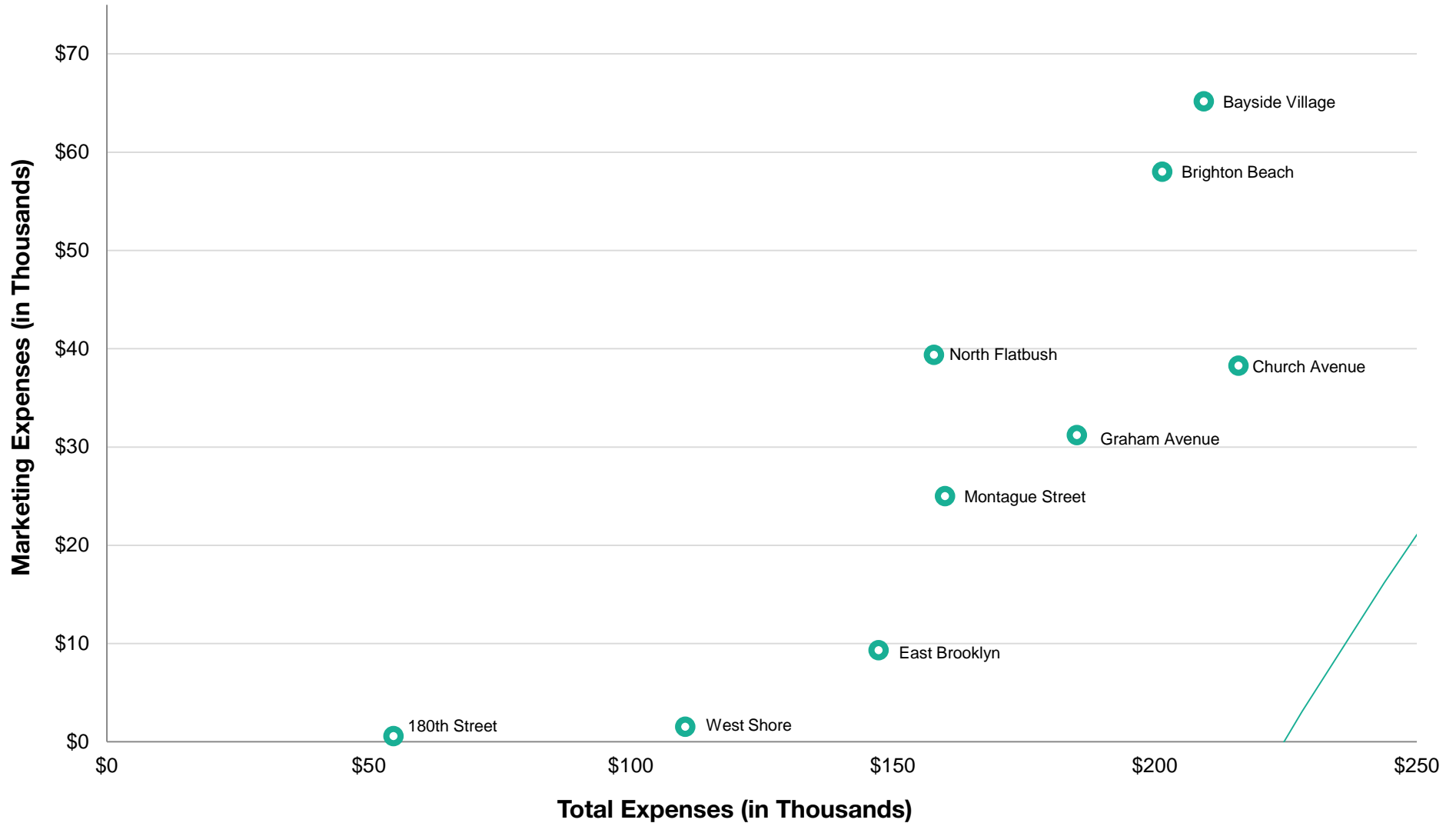
BIDs \$5M+ (allocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
Downtown Alliance	\$20,036,725	\$3,142,687	15.7%	12	25,000	1,014,948	46,800	458	\$178.40
Grand Central Partnership	\$12,644,059	\$1,437,354	11.4%	55	4,060	324,763	7,359	-	-
Times Square Alliance	\$18,901,771	\$4,680,735	24.8%	37	8,549,951	18,012	1,642,025	-	-
Average	\$17,194,185	\$3,086,925	18.0%	35	2,859,670	452,574	565,395	-	-
Median	\$18,901,771	\$3,142,687	-	37	25,000	324,763	46,800	-	-

Marketing Programs

Expenses

BIDs <\$250K (unallocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

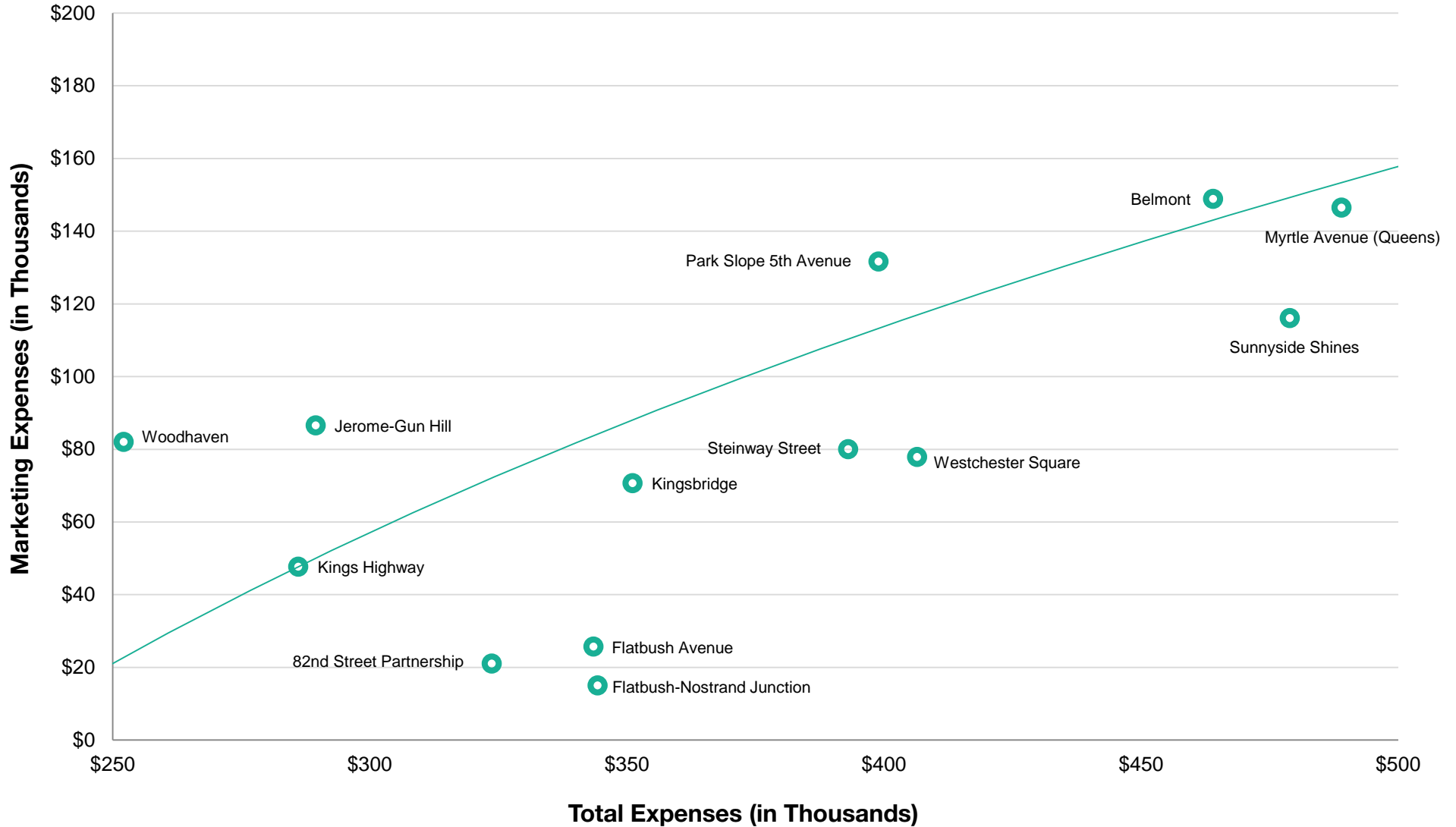
BIDs <\$250K (unallocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
180th Street	\$54,732	\$560	1.0%	3	25	200	-	-	-
Bayside Village	\$209,349	\$65,152	31.1%	20	5,000	10,150	2,100	15	\$1,175
Brighton Beach	\$201,450	\$58,000	28.8%	6	5,000	6,000	1,200	17	\$1,588
Church Avenue	\$215,996	\$38,273	17.7%	7	8,500	1,205	950	17	\$818
East Brooklyn	\$147,317	\$9,314	6.3%	2	650	160	18	-	-
Graham Avenue	\$185,157	\$31,193	16.8%	40	35,000	506	560	26	\$560
Montague Street	\$159,986	\$25,000	15.6%	5	2,000	1,100	900	6	\$2,334
North Flatbush	\$157,873	\$39,375	24.9%	8	1,750	1,200	1,742	35	\$585
South Shore	\$10,331	-	-	-	-	5,000	421	-	-
West Shore	\$110,420	\$1,532	1.4%	-	-	25	-	-	-
Average	\$145,261	\$29,822	18.5%	11	7,241	2,555	986	19	\$930
Median	\$158,929	\$31,193	-	7	3,500	1,150	925	17	\$996

Marketing Programs

Expenses

BIDs \$250K - \$500K (unallocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

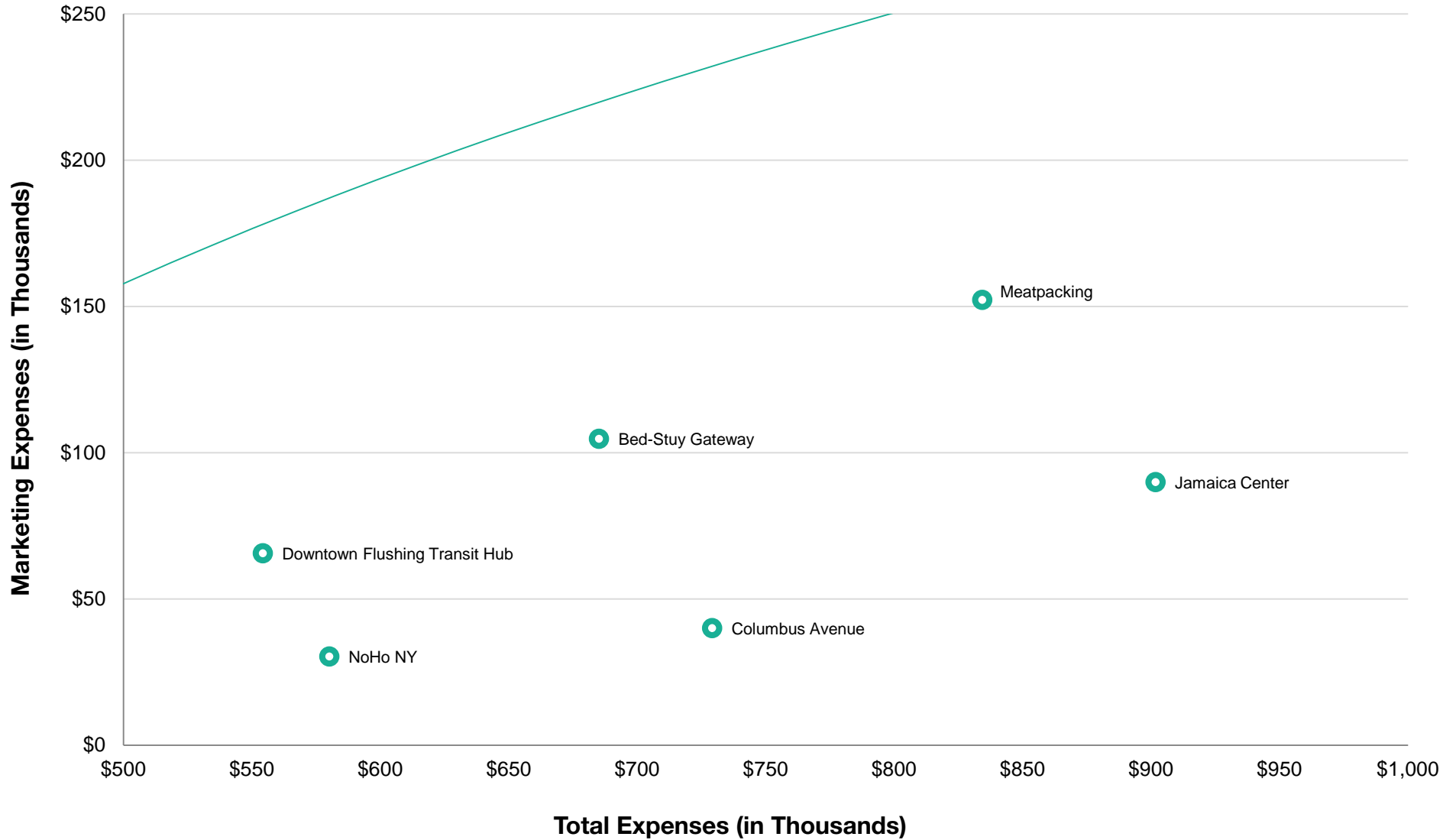
BIDs \$250K - \$500K (unallocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
82nd Street Partnership	\$323,741	\$21,029	6.5%	10	3,000	10,500	2,288	6	\$1,133
Belmont	\$464,032	\$148,886	32.1%	7	30,000	1,500	225,421	74	\$443
Flatbush Avenue	\$343,501	\$25,670	7.5%	7	14,500	3,155	1,041	19	\$675
Flatbush-Nostrand Junction	\$344,338	\$15,000	4.4%	12	1,500	20,000	600	22	\$682
Jerome-Gun Hill	\$289,475	\$86,567	29.9%	5	10,000	8,000	549	24	\$646
Kings Highway	\$286,111	\$47,687	16.7%	-	-	1,000	250	24	\$1,419
Kingsbridge	\$351,127	\$70,626	20.1%	2	75	550	-	26	\$1,235
Myrtle Avenue (Queens)	\$488,989	\$146,448	29.9%	61	124,725	148,600	1,129	32	\$1,087
Park Slope 5th Avenue	\$398,944	\$131,651	33.0%	15	50,000	6,610	12,100	60	\$500
Steinway Street	\$393,041	\$80,000	20.4%	5	6,000	6,200	1,700	10	\$2,500
Sunnyside Shines	\$478,958	\$116,042	24.2%	35	5,050	23,500	6,506	36	\$915
Westchester Square	\$406,444	\$77,867	19.2%	15	11,000	5,700	1,387	23	\$576
Woodhaven	\$252,148	\$82,035	32.5%	9	3,000	4,150	380	50	\$499
Average	\$370,835	\$80,731	21.8%	15	21,571	18,420	21,113	31	\$763
Median	\$351,127	\$80,000	-	10	8,000	6,200	1,258	24	\$682

Marketing Programs

Expenses

BIDs \$500K - \$1M (unallocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

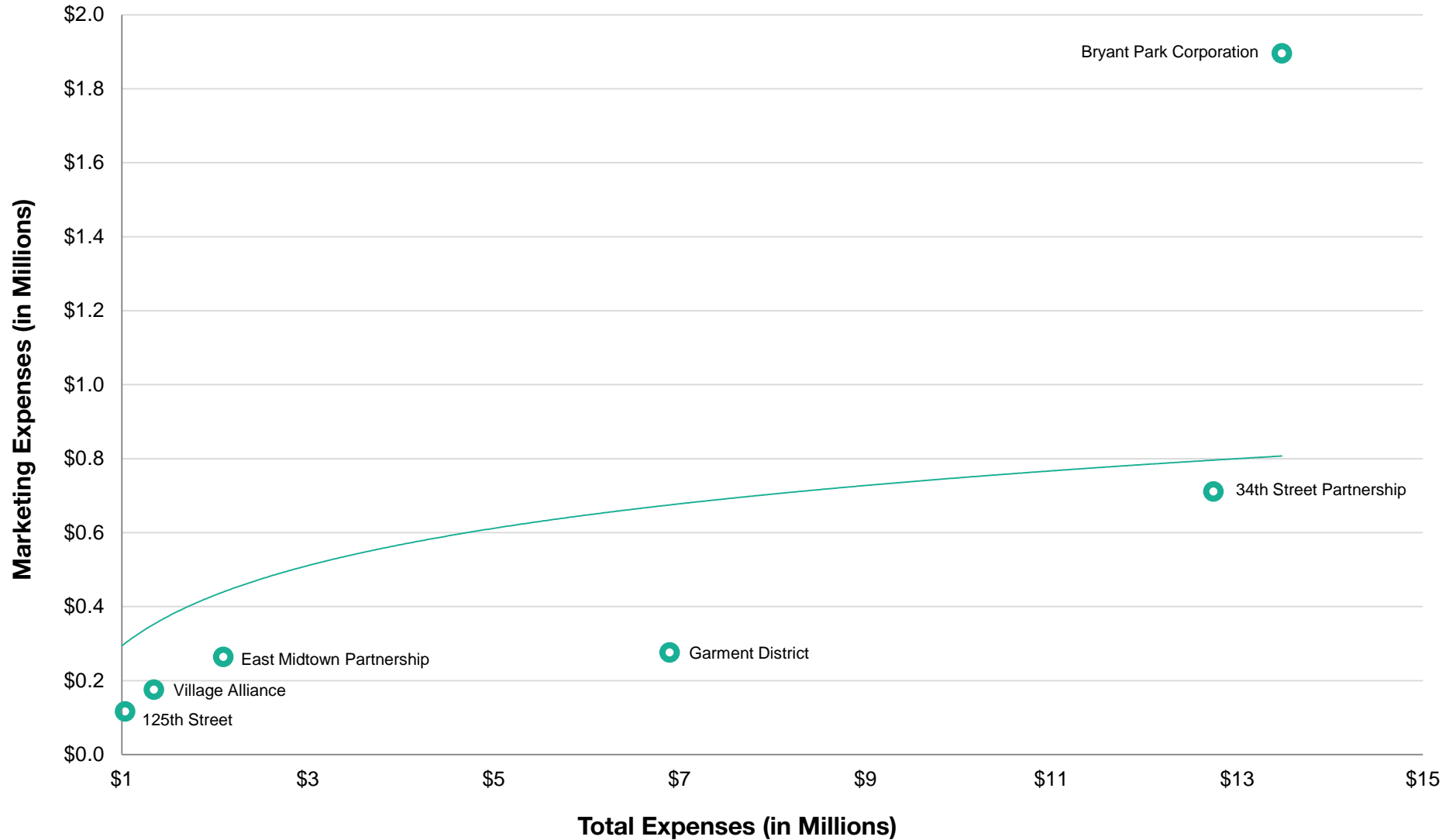
BIDs \$500K - \$1M (unallocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
Bed-Stuy Gateway	\$685,138	\$104,740	15.3%	5	700	4,250	7,213	32	\$1,008
Columbus Avenue	\$729,218	\$39,939	5.5%	3	3,500	100,030	5,005	30	\$600
Downtown Flushing Transit Hub	\$554,302	\$65,598	11.8%	6	35,000	700	1,435	15	\$1,401
Jamaica Center	\$901,809	\$89,901	10.0%	15	3,000	8,650	14,931	30	\$1,365
Meatpacking	\$834,343	\$152,220	18.2%	19	5,830	150,008	35,100	-	-
NoHo NY	\$580,189	\$30,280	5.2%	3	100	1,800	2,000	-	-
Average	\$714,166	\$80,446	11.3%	9	8,022	44,240	10,947	27	\$1,049
Median	\$707,178	\$77,750	-	6	3,250	6,450	6,109	30	\$1,186

Marketing Programs

Expenses

BIDs \$1M - \$5M and \$5M+ (unallocated)



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing Programs

Comparative Data

BIDs \$1M - \$5M (unallocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
125th Street	\$1,035,208	\$116,317	11.2%	2	3,200	3,500	5,884	22	\$2,644
East Midtown Partnership	\$2,091,583	\$263,994	12.6%	9	6,770	9,550	5,850	132	\$427
Village Alliance	\$1,343,866	\$175,390	13.1%	10	5,300	25,110	14,818	67	\$341
Average	\$1,490,219	\$185,234	12.4%	7	5,090	12,720	8,851	74	\$622
Median	\$1,343,866	\$175,390	-	9	5,300	9,550	5,884	67	\$427

Marketing Programs

Comparative Data

BIDs \$5M+ (unallocated)

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers	Block Faces with Holiday Lighting	Holiday Lighting \$/Block Face
34th Street Partnership	\$12,745,532	\$711,126	5.6%	425	25,000	14,500	17,475	-	-
Bryant Park Corporation	\$13,481,545	\$1,895,381	14.1%	2,673	190,000	120,000	230,362	-	-
Garment District	\$6,895,427	\$275,901	4.0%	7	500,000	38,800	11,461	-	-
Average	\$11,040,835	\$960,803	8.7%	1,035	238,333	57,767	86,433	-	-
Median	\$12,745,532	\$711,126	-	425	190,000	38,800	17,475	-	-



Appendix D

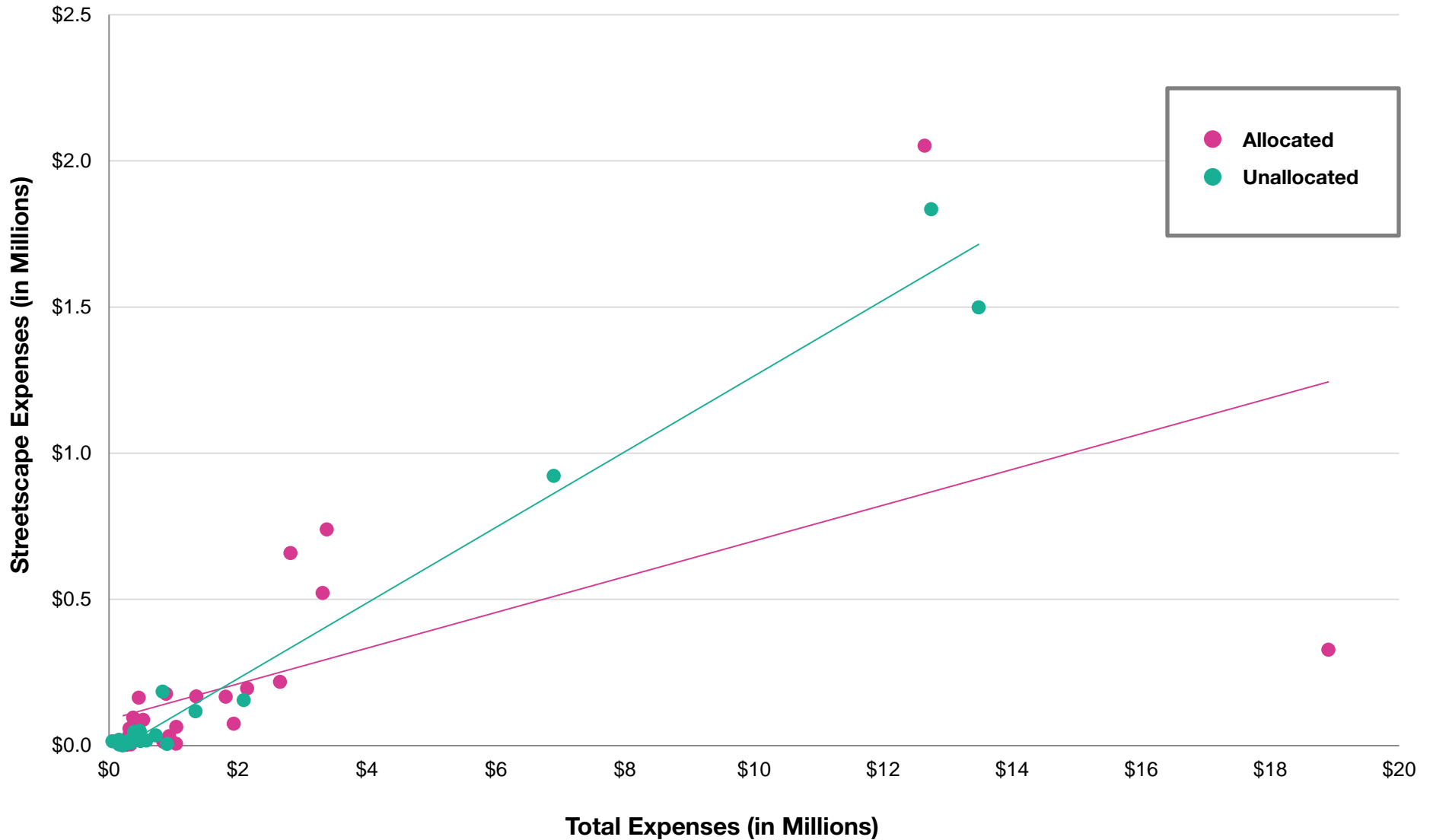
Streetscape & Beautification

FY **16**
Fiscal Year

Streetscape & Beautification

Expenses

FY16 Streetscape & Beautification, All BIDs

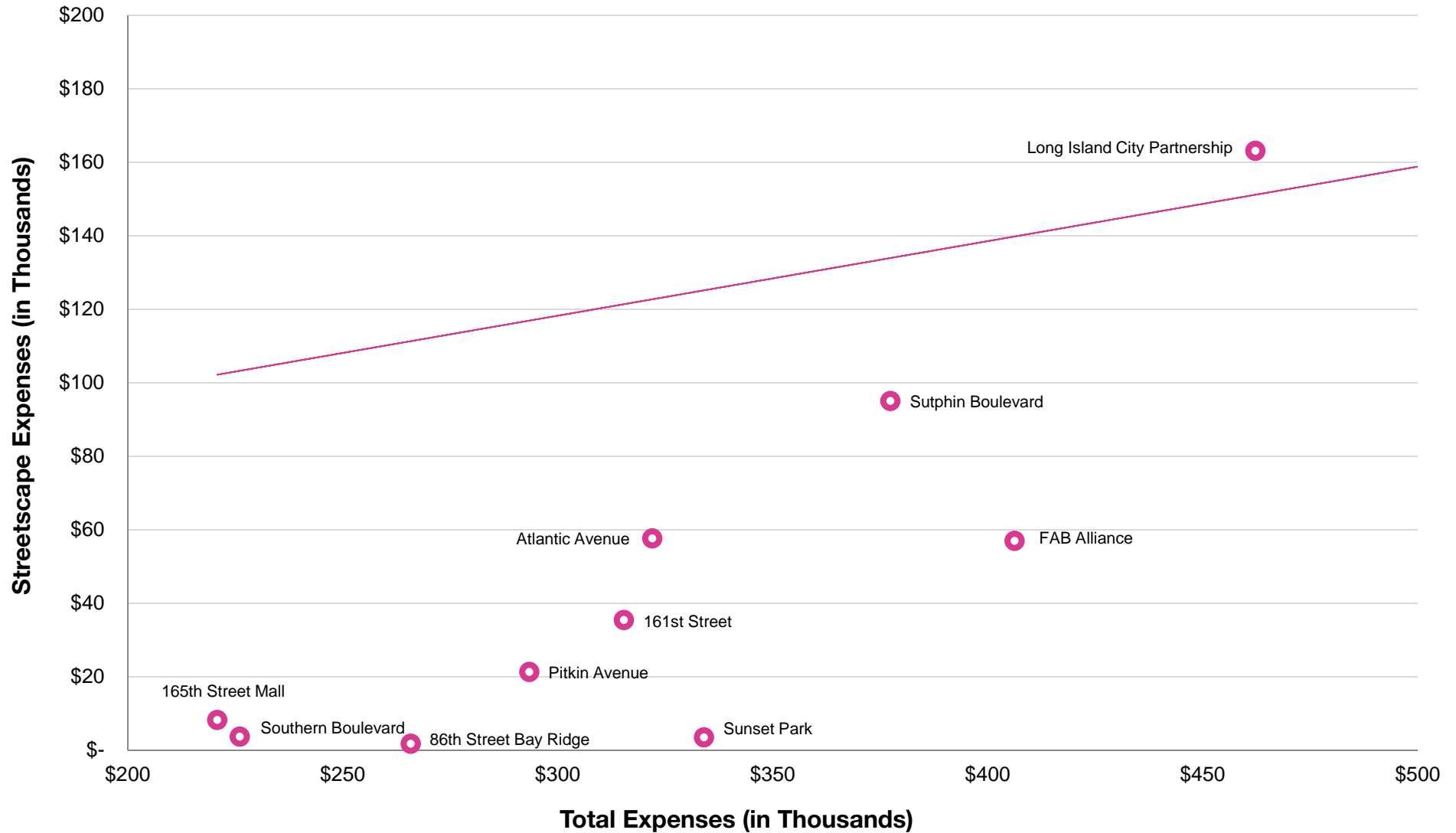


The trend lines on the above graph represent a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Expenses

BIDs <\$250K and \$250K - \$500K (allocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

BIDs <\$250K (allocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
165th Street Mall	\$220,820	\$8,245	3.7%	-	21	21	-	20	4
Forest Avenue	\$168,579	-	-	-	-	50	27	-	-
Southern Boulevard	\$226,089	\$3,685	1.6%	-	-	67	20	-	-
White Plains Road	\$114,615	-	-	-	-	48	35	3	-
Average	\$182,526	\$5,965	3.3%	-	-	47	27	12	-
Median	\$194,700	\$5,965	-	-	-	49	27	12	-

Streetscape & Beautification

Comparative Data

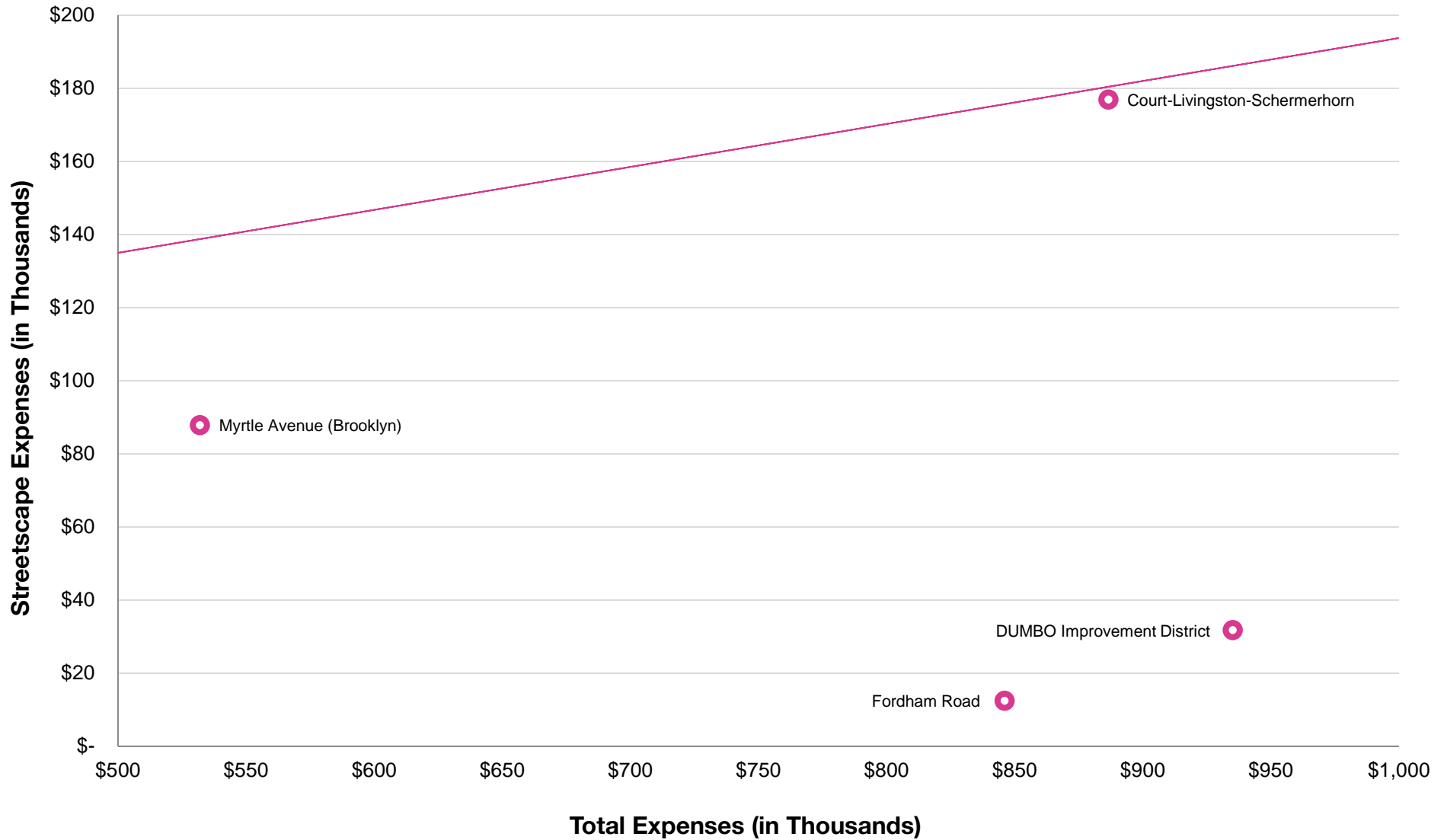
BIDs \$250K - \$500K (allocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
161st Street	\$315,400	\$35,400	11.2%	4	-	10	20	15	13
86th Street Bay Ridge	\$265,837	\$1,745	0.7%	-	14	-	13	37	1
Atlantic Avenue	\$322,006	\$57,634	17.9%	-	1	327	74	-	2
Bay Ridge 5th Avenue	\$376,773	-	-	-	76	-	36	106	-
Columbus-Amsterdam	\$293,089	-	-	1	-	200	-	223	-
FAB Alliance	\$406,260	\$56,932	14.0%	4	39	175	50	35	1
Grand Street	\$274,037	-	-	-	-	50	26	-	-
HUB/3rd Avenue	\$446,839	-	-	1	20	12	30	-	-
Long Island City Partnership	\$462,272	\$163,104	35.3%	3	-	44	150	79	-
Pitkin Avenue	\$293,392	\$21,258	7.2%	1	18	60	40	1	5
Sunset Park	\$334,031	\$3,500	1.0%	-	-	-	176	-	-
Sutphin Boulevard	\$377,412	\$95,000	25.2%	-	-	-	-	-	-
Average	\$347,279	\$54,322	15.6%	2	28	110	62	71	4
Median	\$328,019	\$46,166	-	2	19	55	38	37	2

Streetscape & Beautification

Expenses

BIDs \$500K - \$1M (allocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

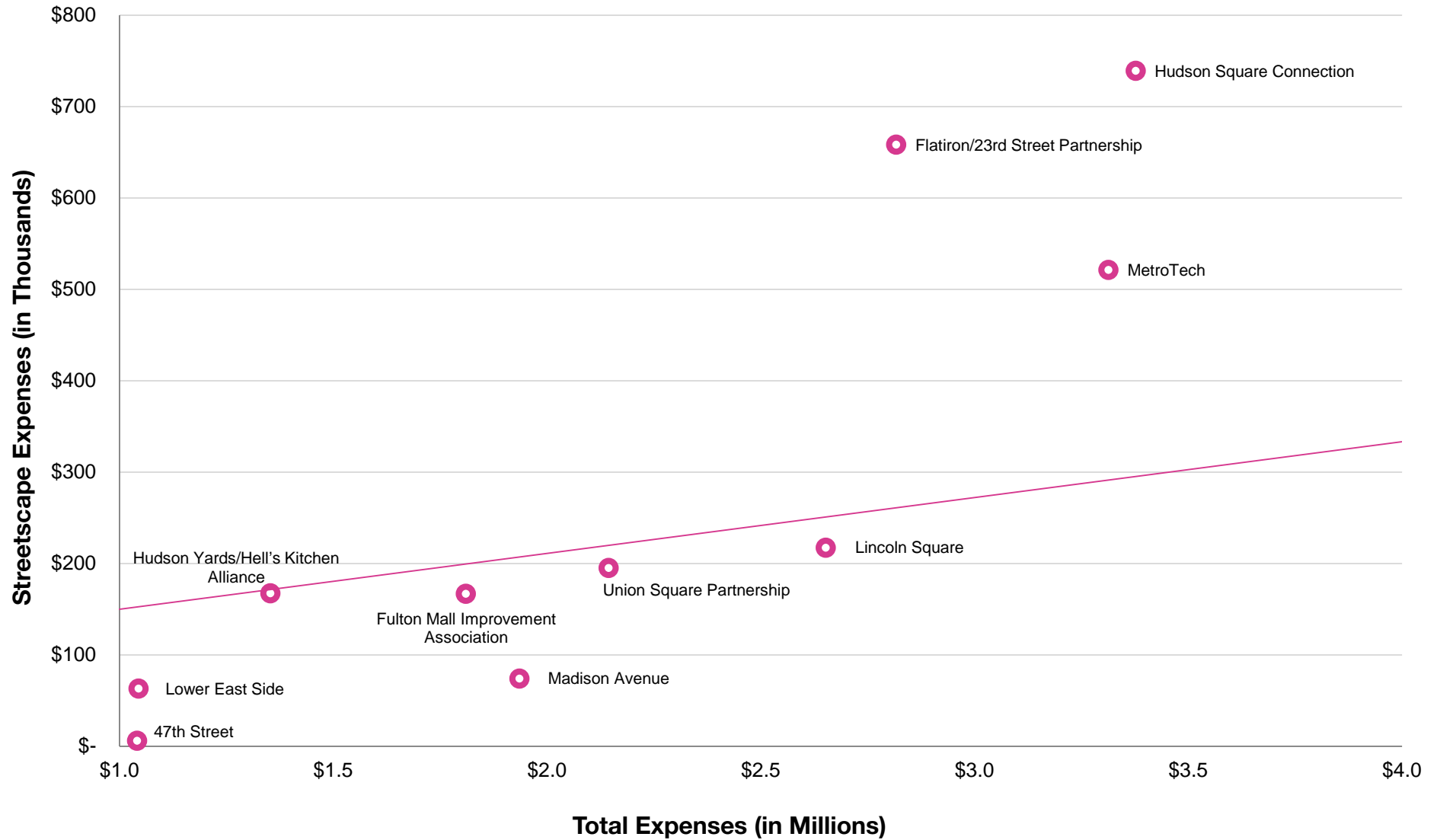
BIDs \$500K - \$1M (allocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
Court-Livingston-Schermerhorn	\$886,709	\$176,871	19.9%	1	12	200	99	125	3
DUMBO Improvement District	\$935,221	\$31,784	3.4%	3	37	1	33	175	5
Fordham Road	\$846,131	\$12,426	1.5%	9	36	8	25	17	1
Myrtle Avenue (Brooklyn)	\$532,050	\$87,805	16.5%	-	-	200	45	108	15
Washington Heights	\$554,130	-	-	-	-	111	24	86	-
Average	\$750,848	\$77,221	10.3%	4	28	104	45	102	6
Median	\$846,131	\$59,794	-	3	36	111	33	108	4

Streetscape & Beautification

Expenses

BIDs \$1M - \$5M (allocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

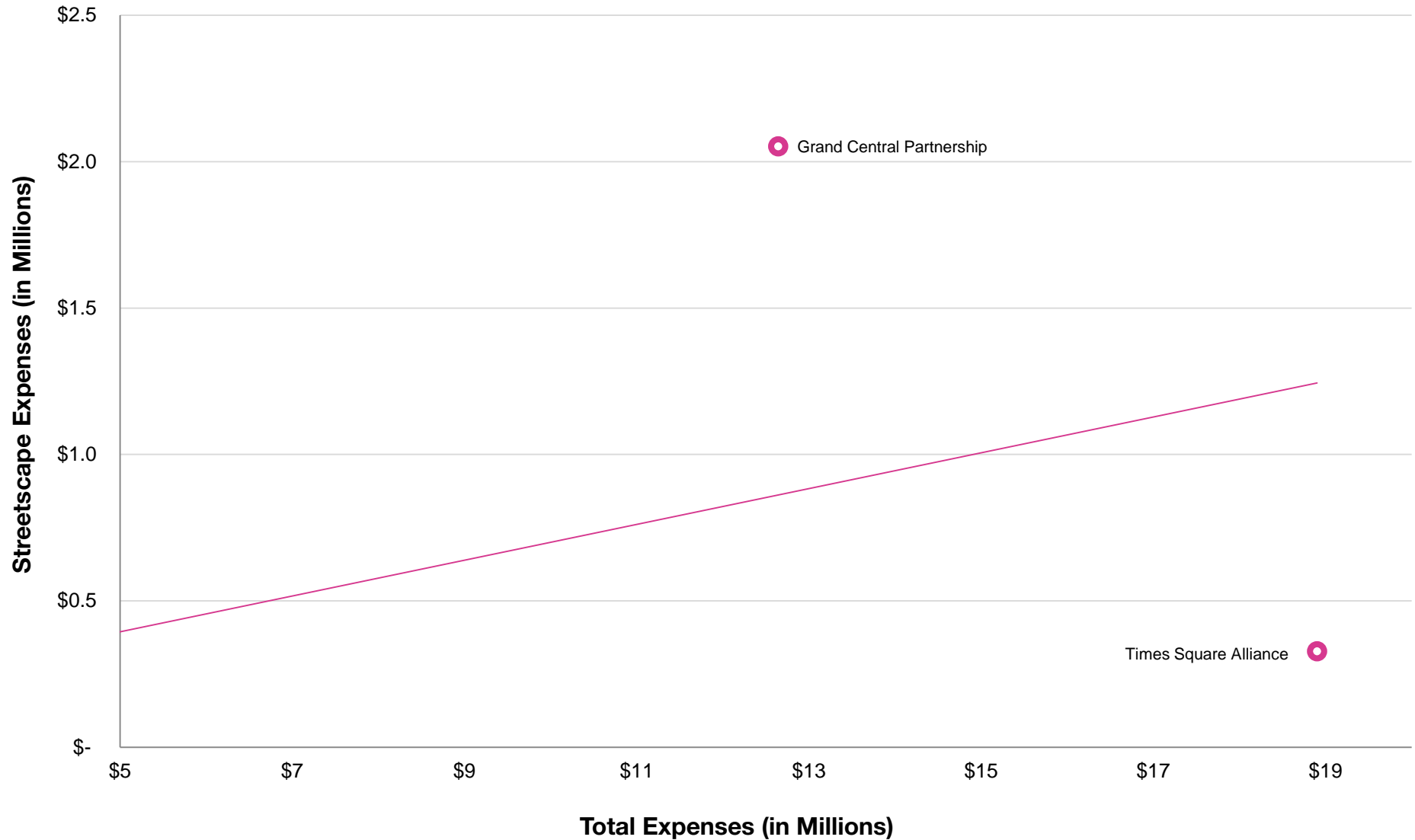
BIDs \$1M - \$5M (allocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
47th Street	\$1,041,522	\$5,880	0.6%	-	-	-	-	-	-
Chinatown	\$1,339,647	-	-	2	42	226	58	1154	2
Flatiron/ 23rd Street Partnership	\$2,817,136	\$658,185	23.4%	4	148	178	102	327	1
Fulton Mall Improvement Association	\$1,810,550	\$166,781	9.2%	1	16	108	61	100	-
Hudson Square Connection	\$3,377,251	\$738,968	21.9%	5	30	250	34	22	-
Hudson Yards/ Hell's Kitchen Alliance	\$1,353,435	\$167,216	12.4%	3	72	200	20	40	1
Lincoln Square	\$2,652,541	\$217,079	8.2%	13	74	-	262	685	-
Lower East Side	\$1,044,793	\$63,107	6.0%	3	75	-	17	75	101
Madison Avenue	\$1,935,717	\$73,972	3.8%	-	-	29	39	69	1
MetroTech	\$3,313,394	\$521,221	15.7%	1	8	300	105	150	2
Union Square Partnership	\$2,144,501	\$195,144	9.1%	3	84	100	145	400	3
Average	\$2,075,499	\$280,755	13.5%	4	61	174	84	302	16
Median	\$1,935,717	\$181,180	-	3	72	189	60	125	2

Streetscape & Beautification

Expenses

BIDs \$5M+ (allocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

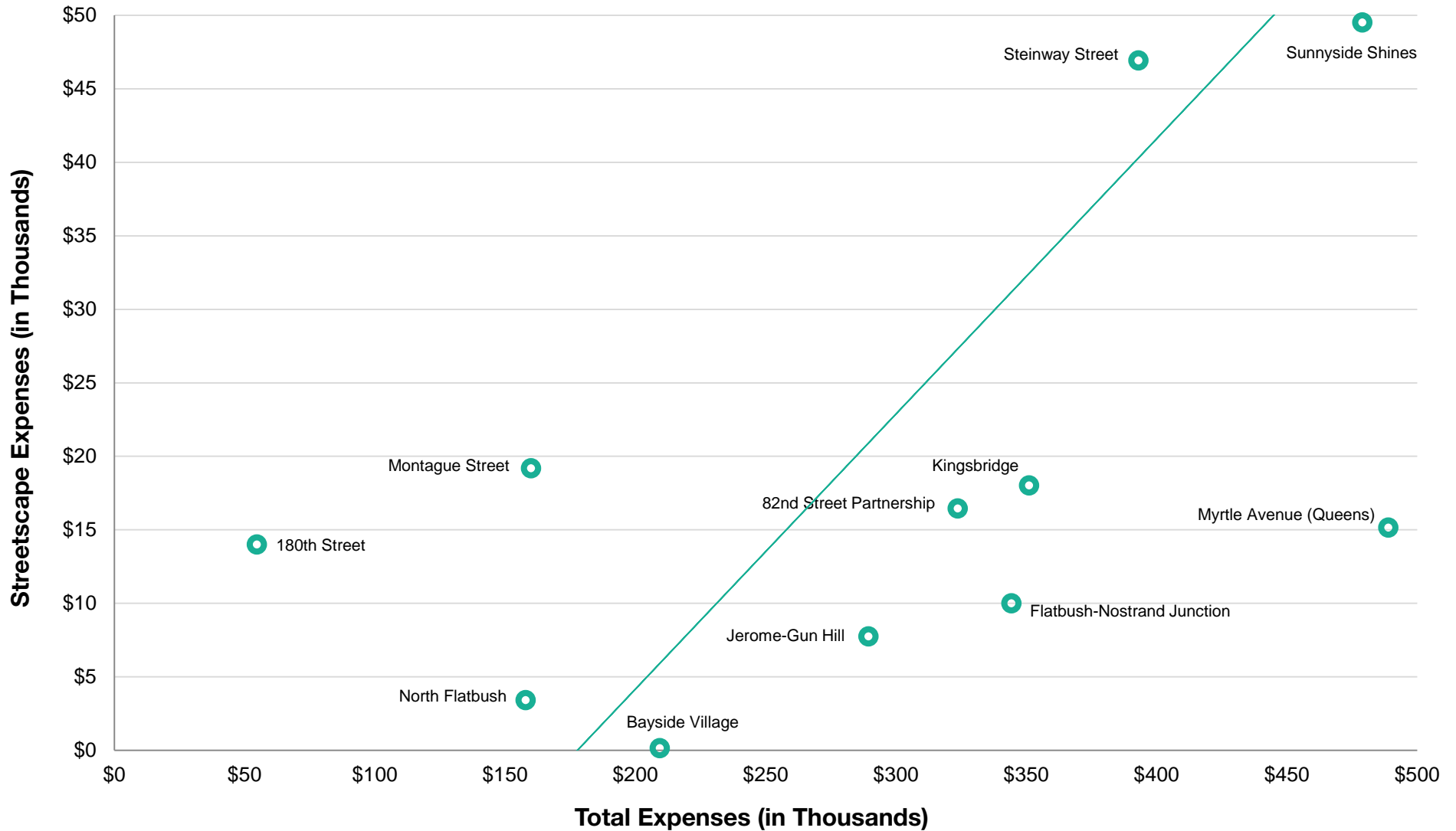
BIDs \$5M+ (allocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
Downtown Alliance	\$20,036,725	-	-	9	195	2	-	1,589	-
Grand Central Partnership	\$12,644,059	\$2,051,977	16.2%	-	585	240	-	2,261	-
Times Square Alliance	\$18,901,771	\$327,085	1.7%	13	117	67	215	500	33
Average	\$17,194,185	\$1,189,531	6.9%	11	299	103	-	1,450	-
Median	\$18,901,771	\$1,189,531	-	11	195	67	-	1,589	-

Streetscape & Beautification

Expenses

BIDs <\$250K and \$250K - \$500K (unallocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

BIDs <\$250K (unallocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
180th Street	\$54,732	\$14,000	25.6%	-	-	-	-	-	-
Bayside Village	\$209,349	\$150	0.1%	1	-	-	27	-	-
Montague Street	\$159,986	\$19,180	12.0%	-	60	50	9	20	-
North Flatbush	\$157,873	\$3,418	2.2%	-	5	-	30	1	-
South Shore	\$10,331	-	-	5	10	30	58	-	-
West Shore	\$110,420	-	-	-	-	-	30	-	-
Average	\$117,115	\$9,187	7.8%	3	25	40	31	11	-
Median	\$134,147	\$8,709	-	3	10	40	30	11	-

Streetscape & Beautification

Comparative Data

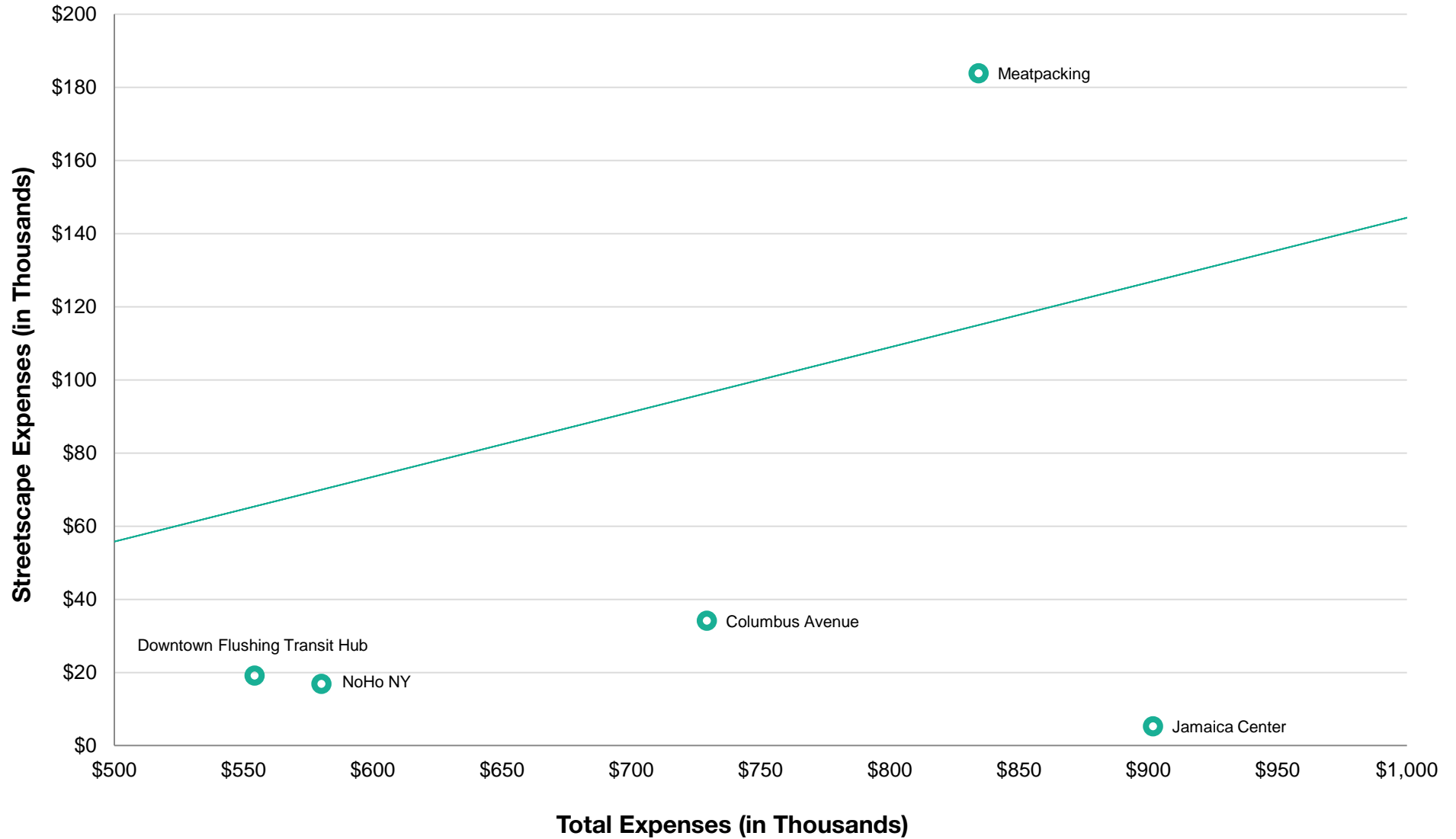
BIDs \$250K - \$500K (unallocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
82nd Street Partnership	\$323,741	\$16,452	5.1%	1	12	26	19	28	-
Belmont	\$464,032	-	-	1	-	-	92	-	-
Flatbush Avenue	\$343,501	-	-	-	-	-	42	-	-
Flatbush-Nostrand Junction	\$344,338	\$10,000	2.9%	-	-	99	19	8	-
Jerome-Gun Hill	\$289,475	\$7,750	2.7%	3	10	10	-	-	-
Kingsbridge	\$351,127	\$18,012	5.1%	3	9	110	45	4	-
Myrtle Avenue (Queens)	\$488,989	\$15,140	3.1%	5	13	385	-	200	-
Park Slope 5th Avenue	\$398,944	-	-	-	-	-	50	-	1
Steinway Street	\$393,041	\$46,925	11.9%	-	28	33	20	88	-
Sunnyside Shines	\$478,958	\$49,505	10.3%	2	76	90	-	60	-
Westchester Square	\$406,444	-	-	1	6	48	49	5	-
Woodhaven	\$252,148	-	-	1	16	16	88	5	-
Average	\$370,835	\$23,398	6.3%	2	21	91	47	50	-
Median	\$351,127	\$16,452	-	2	13	48	45	18	-

Streetscape & Beautification

Expenses

BIDs \$500K - \$1M (unallocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

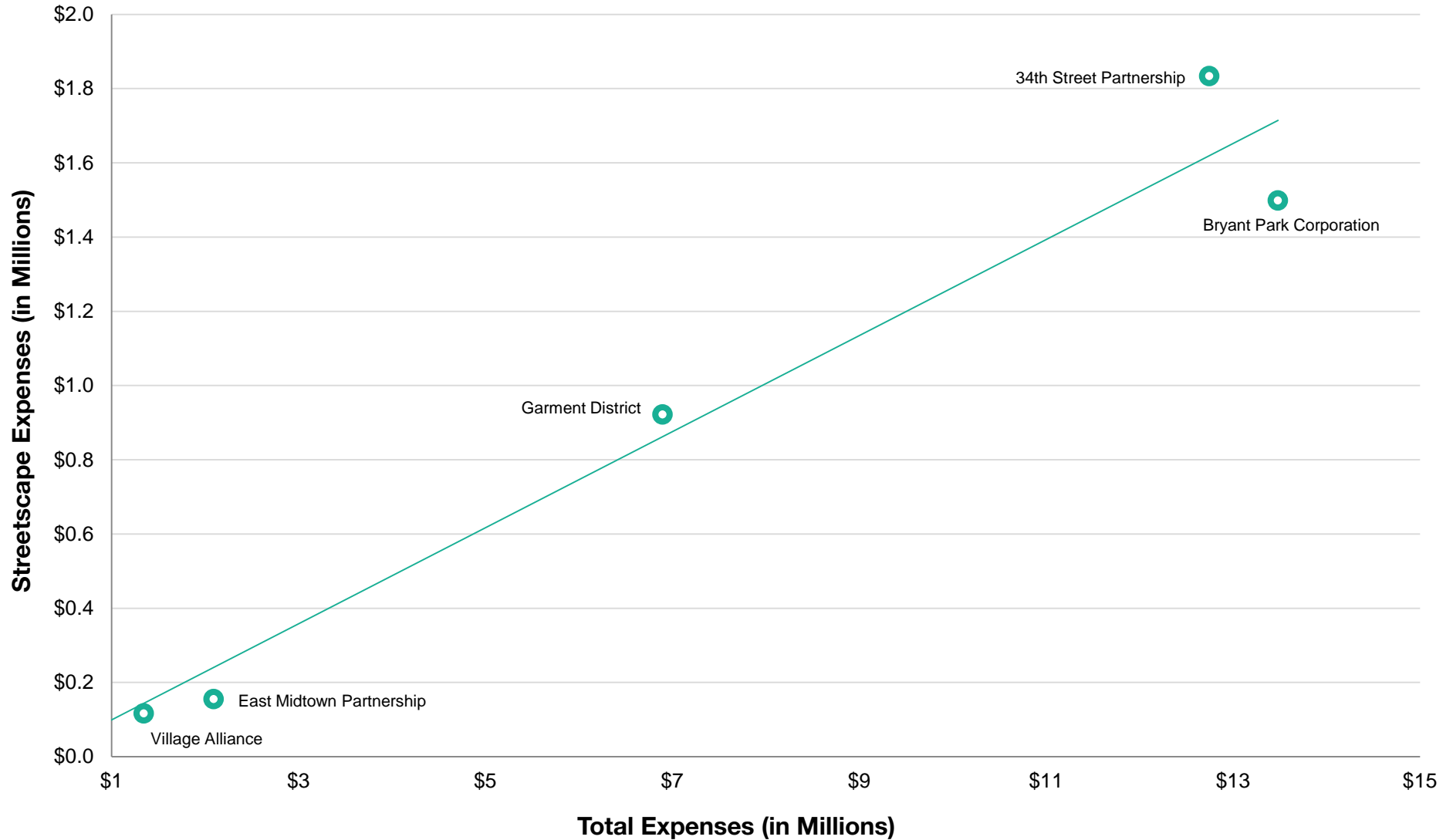
BIDs \$500K - \$1M (unallocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
Bed-Stuy Gateway	\$685,138	-	-	1	2	135	24	149	-
Columbus Avenue	\$729,218	\$34,121	4.7%	1	-	138	30	11	1
Downtown Flushing Transit Hub	\$554,302	\$19,168	3.5%	-	30	-	50	-	-
Jamaica Center	\$901,809	\$5,250	0.6%	1	-	-	65	75	5
Meatpacking	\$834,343	\$183,846	22.0%	3	60	76	100	771	1
NoHo NY	\$580,189	\$16,842	2.9%	-	40	55	43	100	-
Average	\$714,166	\$51,845	7.3%	2	33	101	52	221	2
Median	\$707,178	\$19,168	-	1	35	106	47	100	1

Streetscape & Beautification

Expenses

BIDs \$1M - \$5M and \$5M+ (unallocated)



The trend line on the above graph represents a prediction of streetscape expenses based on total expenses across all BIDs.

Streetscape & Beautification

Comparative Data

BIDs \$1M - \$5M (unallocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
125th Street	\$1,035,208	-	-	-	-	21	64	148	-
East Midtown Partnership	\$2,091,583	\$155,257	7.4%	1	7	102	-	600	-
Village Alliance	\$1,343,866	\$116,552	8.7%	3	104	166	66	54	1
Average	\$1,490,219	\$135,905	9.1%	2	56	96	65	267	-
Median	\$1,343,866	\$135,905	-	2	56	102	65	148	-

Streetscape & Beautification

Comparative Data

BIDs \$5M+ (unallocated)

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
34th Street Partnership	\$12,745,532	\$1,833,919	14.4%	3	530	154	162	2674	-
Bryant Park Corporation	\$13,481,545	\$1,498,537	11.1%	1	216	4	19	148	-
Garment District	\$6,895,427	\$921,870	13.4%	5	274	124	97	2,000	2
Average	\$11,040,835	\$1,418,109	12.8%	3	340	94	93	1607	-
Median	\$12,745,532	\$1,498,537	-	3	274	124	97	2000	-



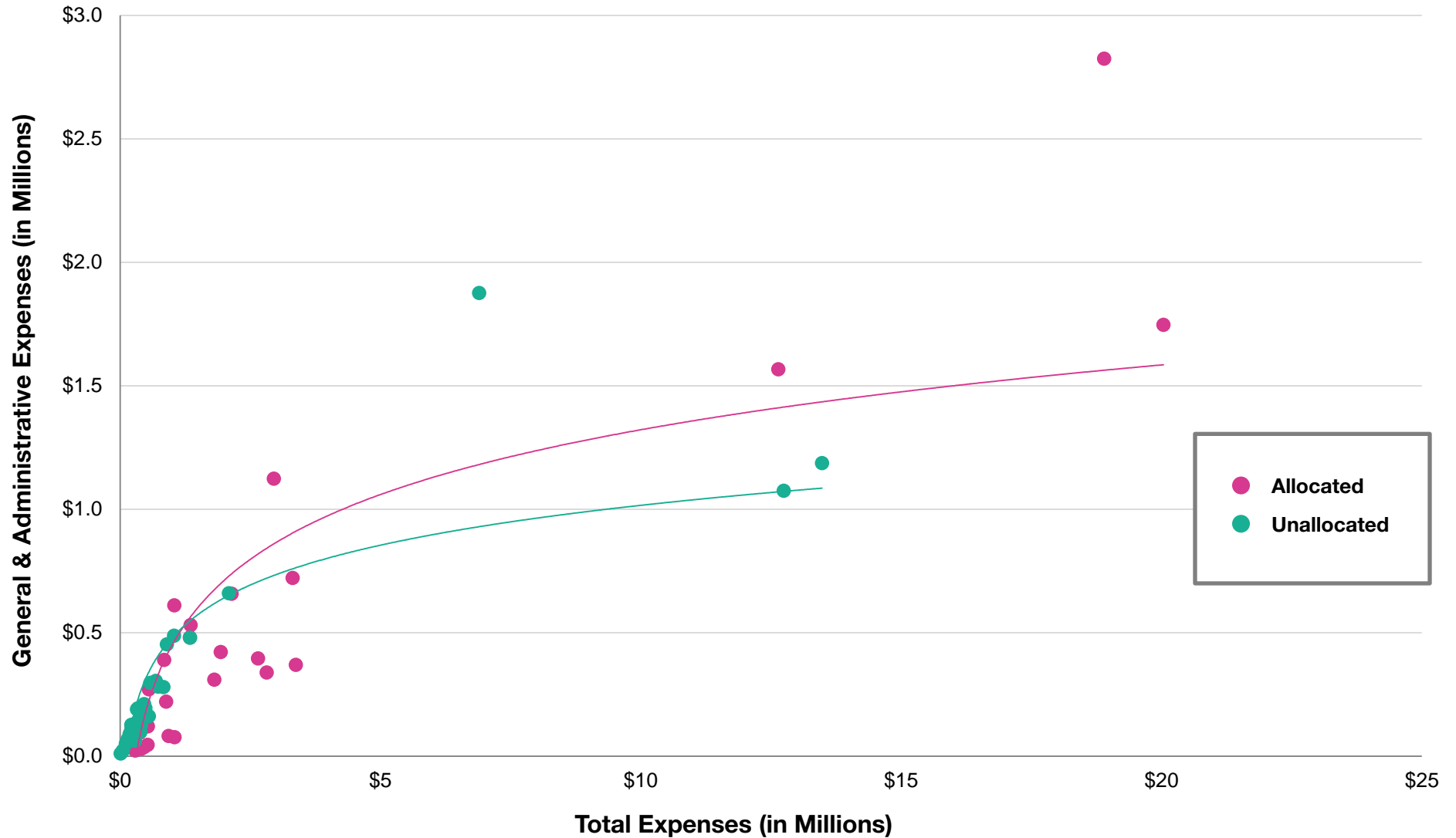
Appendix E General & Administrative

FY **16**
Fiscal Year

General & Administrative

Expenses

FY16 General & Administrative, All BIDs

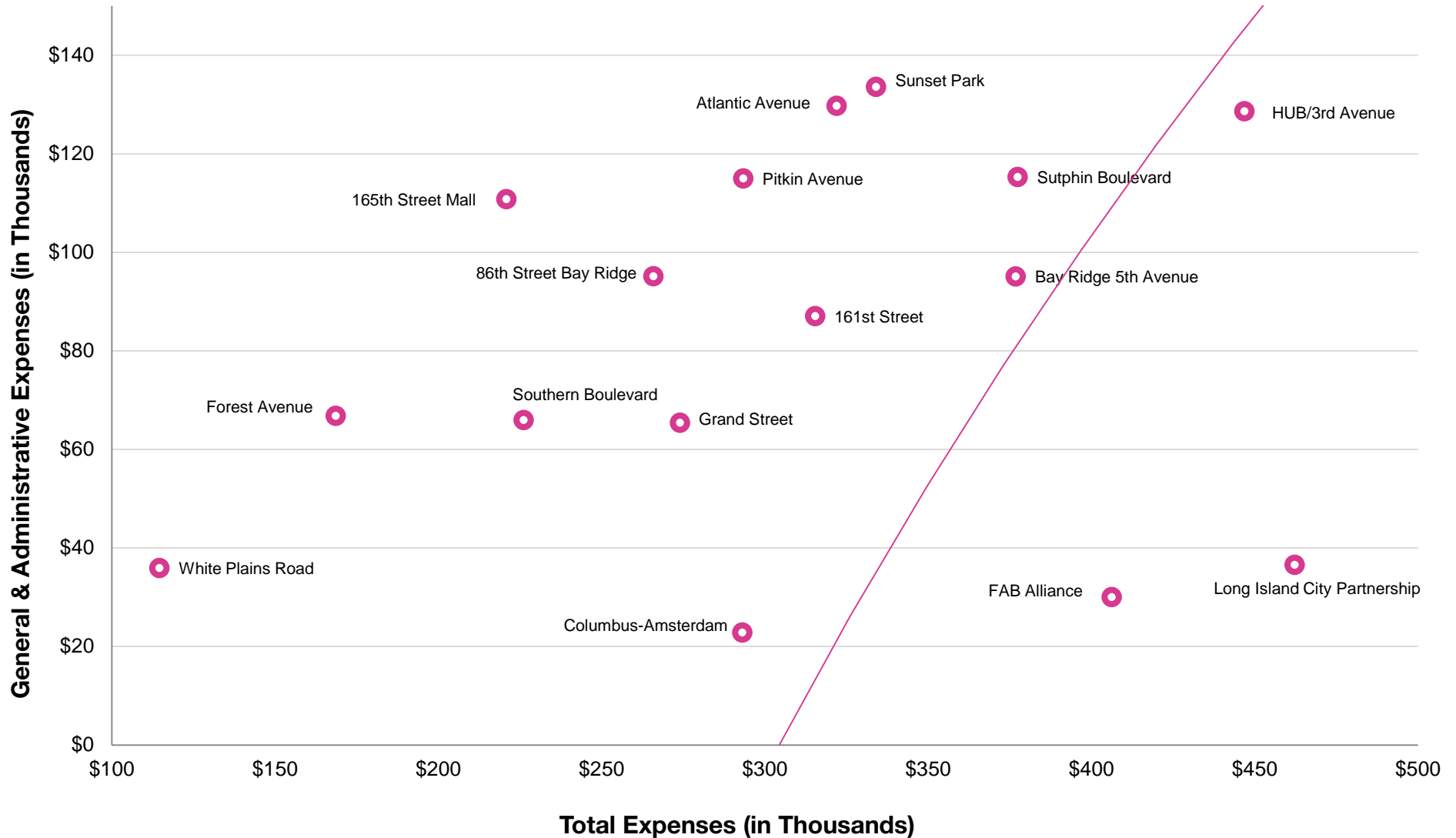


The trend lines on the above graph represent a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Expenses

BIDs <\$250K and \$250K - \$500K (allocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs <\$250K (allocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
165th Street Mall*	\$220,820	\$110,767	50.16%	\$64,575	-	\$36,152	\$8,040	\$2,000
Forest Avenue**	\$168,579	\$66,761	39.6%	-	\$61,600	\$1,832	-	-
Southern Boulevard	\$226,089	\$65,916	29.15%	\$50,750	\$7,587	\$2,447	\$1,935	\$1,215
White Plains Road	\$114,615	\$35,877	31.3%	\$28,080	-	\$3,426	\$1,558	\$463
Average	\$182,526	\$69,830	38.3%	\$47,802	\$34,594	\$10,964	\$3,844	\$1,226
Median	\$194,700	\$66,339	-	\$50,750	\$34,594	\$2,937	\$1,935	\$1,215

*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative

Comparative Data

BIDs \$250K - \$500K (allocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
161st Street	\$315,400	\$87,000	27.6%	\$78,000	-	\$4,500	\$4,500	-
86th Street Bay Ridge*	\$265,837	\$95,133	35.8%	\$59,701	\$3,539	\$1,922	\$13,362	\$772
Atlantic Avenue	\$322,006	\$129,695	40.3%	\$94,586	\$5,869	\$5,525	\$19,915	\$2,113
Bay Ridge 5th Avenue*	\$376,773	\$95,052	25.2%	\$63,617	\$6,550	\$3,170	\$17,511	\$3,137
Columbus-Amsterdam	\$293,089	\$22,821	7.8%	\$17,378	-	\$361	\$3,662	\$454
FAB Alliance	\$406,260	\$29,990	7.4%	\$16,903	\$1,098	\$995	\$8,862	\$453
Grand Street	\$274,037	\$65,390	23.9%	\$41,428	\$5,203	\$2,987	\$5,811	\$3,845
HUB/3rd Avenue	\$446,839	\$128,592	28.8%	\$60,000	-	\$7,000	\$23,500	\$7,000
Long Island City Partnership**	\$462,272	\$36,547	7.9%	\$19,946	\$11,300	\$4,067	\$1,125	-
Pitkin Avenue	\$293,392	\$114,952	39.2%	\$78,217	\$23,584	\$4,790	\$4,726	\$2,771
Sunset Park	\$334,031	\$133,525	40.0%	\$81,079	\$4,125	\$4,100	\$30,837	\$6,933
Sutphin Boulevard	\$377,412	\$115,250	30.5%	\$88,250	-	\$4,500	\$15,000	\$7,500
Average	\$347,279	\$87,829	25.3%	\$58,259	\$7,658	\$3,660	\$12,401	\$3,498
Median	\$328,019	\$95,093	-	\$61,809	\$5,536	\$4,084	\$11,112	\$2,954

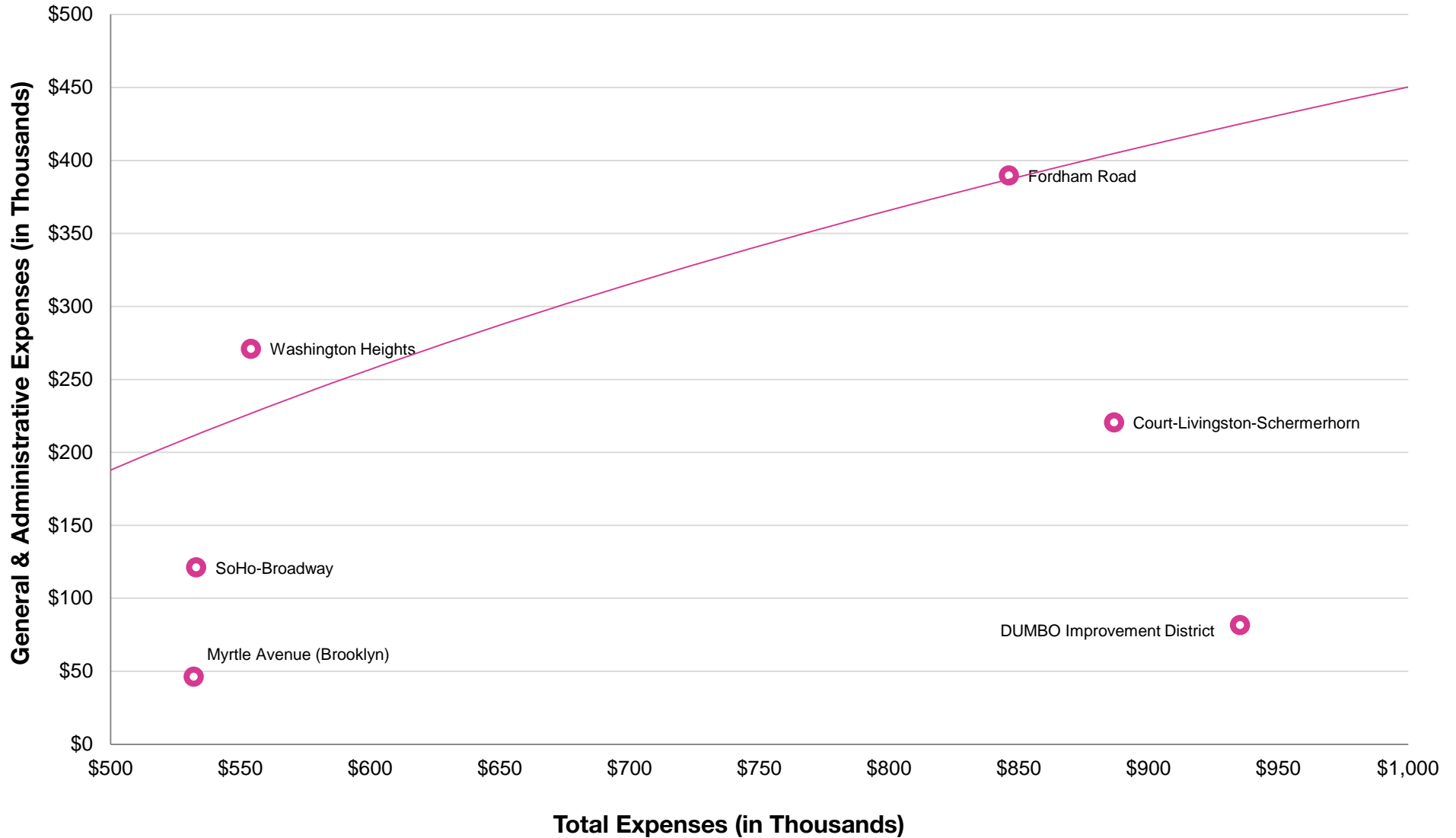
*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative

Expenses

BIDs \$500K - \$1M (allocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs \$500K - \$1M (allocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
Court-Livingston-Schermerhorn**	\$886,709	\$220,388	24.9%	\$40,658	\$144,161	\$16,225	\$8,741	\$9,936
DUMBO Improvement District	\$935,221	\$81,639	8.7%	\$64,199	\$3,702	\$988	\$5,758	\$1,869
Fordham Road	\$846,131	\$389,642	46.0%	\$306,392	\$24,255	\$10,697	\$33,058	\$3,733
Myrtle Avenue (Brooklyn)**	\$532,050	\$46,158	8.7%	\$46,158	-	-	-	-
SoHo-Broadway	\$532,993	\$121,111	22.7%	\$61,335	\$17,466	\$4,464	\$19,230	\$4,633
Washington Heights	\$554,130	\$270,855	48.9%	\$128,027	\$17,403	\$12,628	\$75,170	\$793
Average	\$714,539	\$188,299	26.4%	\$107,795	\$41,397	\$9,000	\$28,391	\$4,193
Median	\$700,131	\$170,750	-	\$62,767	\$17,466	\$10,697	\$19,230	\$3,733

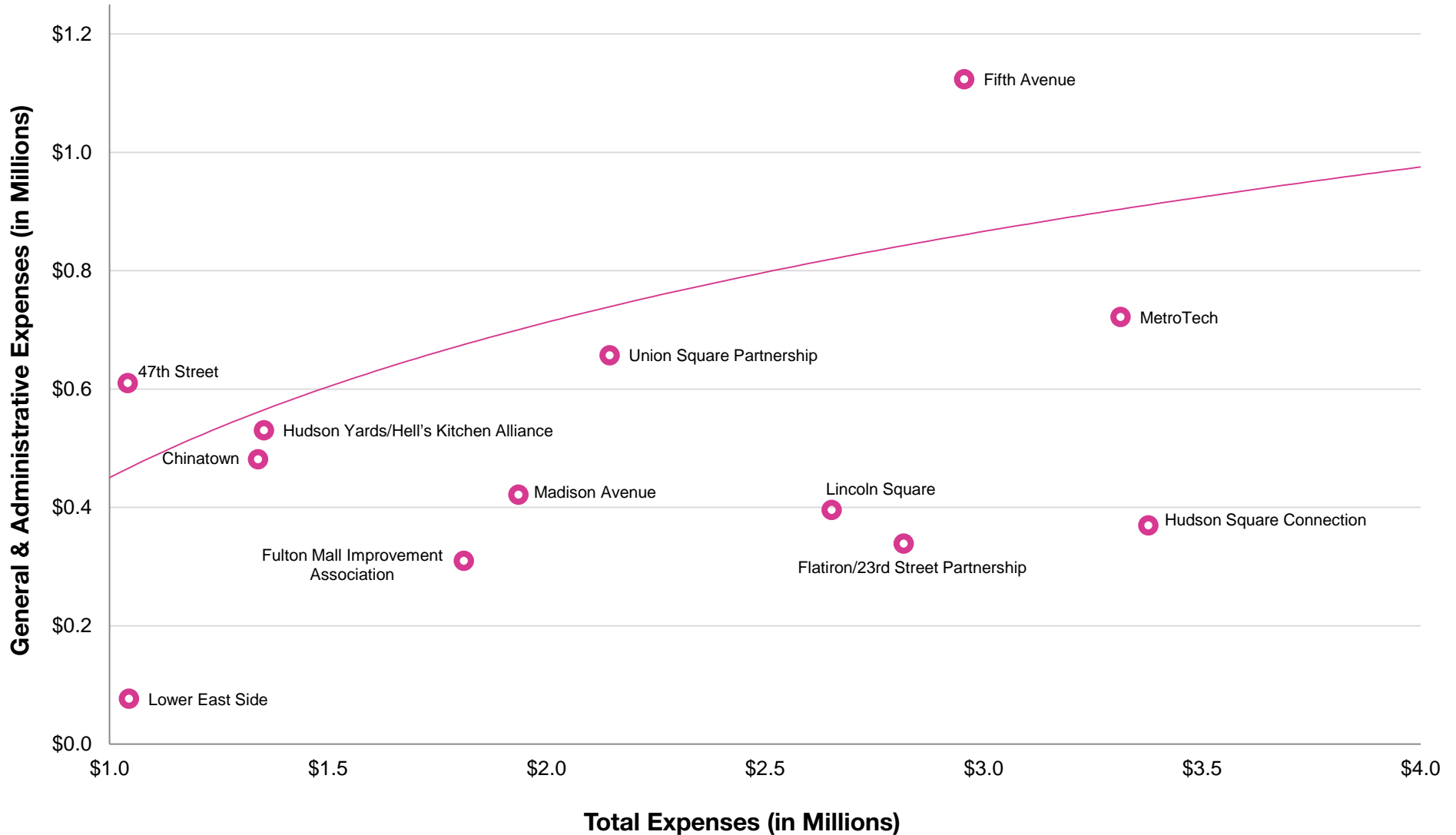
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General & Administrative

Expenses

BIDs \$1M - \$5M (allocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs \$1M - \$5M (allocated)

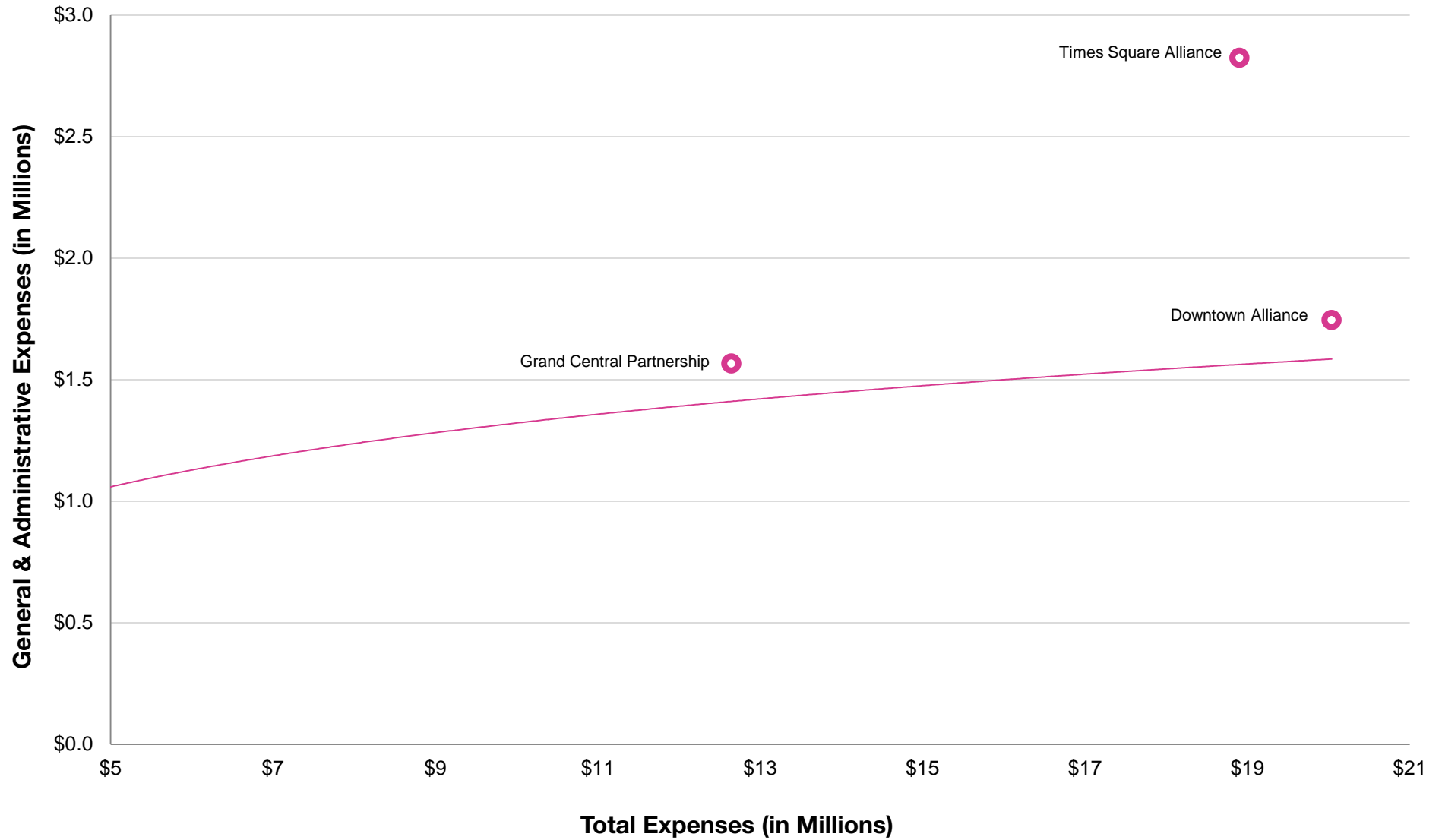
BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
47th Street	\$1,041,522	\$610,173	58.6%	\$407,800	\$42,000	\$47,419	\$15,071	\$13,965
Chinatown**	\$1,339,647	\$481,162	35.9%	\$238,877	\$10,500	\$22,504	\$38,695	-
Fifth Avenue	\$2,955,875	\$1,123,267	38.0%	\$561,803	\$88,593	\$89,189	\$217,412	\$61,268
Flatiron/23rd Street Partnership	\$2,817,136	\$338,908	12.0%	\$2,691	\$40,299	\$40,896	\$113,275	\$8,789
Fulton Mall Improvement Association**	\$1,810,550	\$309,723	17.1%	\$201,954	\$34,338	\$11,259	\$16,489	\$19,409
Hudson Square Connection	\$3,377,251	\$369,430	10.9%	\$95,981	\$88,342	\$16,774	\$109,475	\$58,858
Hudson Yards/ Hell's Kitchen Alliance	\$1,353,435	\$530,469	39.2%	\$330,813	\$65,056	\$61,000	\$64,600	\$9,000
Lincoln Square	\$2,652,541	\$395,683	14.9%	\$122,971	\$47,937	\$14,011	\$140,256	\$5,910
Lower East Side	\$1,044,793	\$76,794	7.4%	-	\$10,956	\$17,950	-	\$19,607
Madison Avenue	\$1,935,717	\$421,527	21.8%	\$128,843	\$22,175	\$5,754	\$202,991	\$32,133
MetroTech**	\$3,313,394	\$721,932	21.8%	\$460,260	\$57,162	\$71,926	\$81,610	\$35,014
Union Square Partnership**	\$2,144,501	\$657,135	30.6%	\$574,109	-	\$30,245	\$40,680	\$12,101
Average	\$2,148,864	\$503,017	23.4%	\$284,191	\$46,123	\$35,744	\$94,596	\$25,096
Median	\$2,040,109	\$451,345	-	\$238,877	\$42,000	\$26,375	\$81,610	\$19,409

**BID has management agreement with a non-BID community-based organization

General & Administrative

Expenses

BIDs \$5M+ (allocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

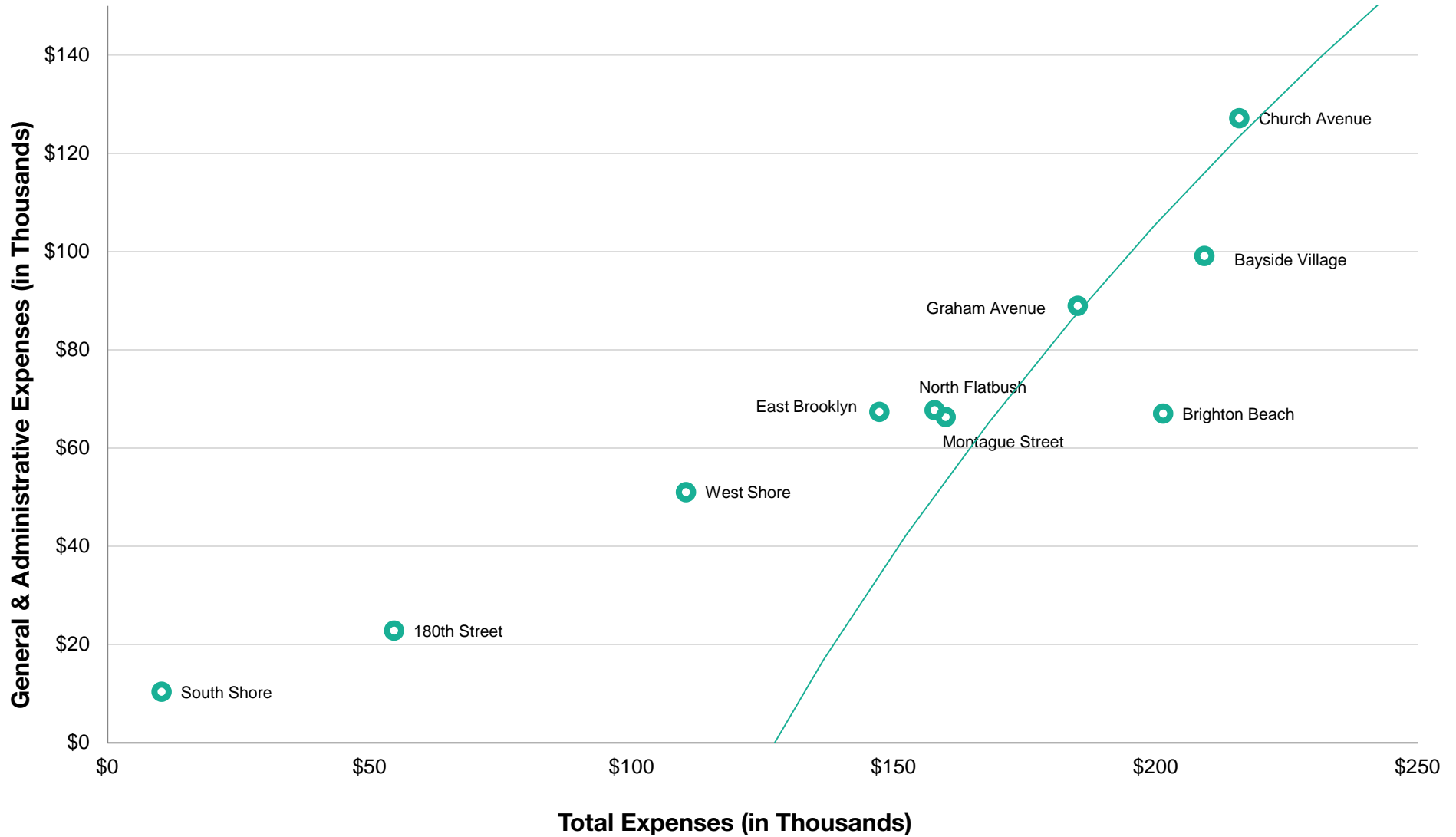
BIDs \$5M+ (allocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
Downtown Alliance	\$20,036,725	\$1,745,892	8.7%	\$1,745,892	-	-	-	-
Grand Central Partnership	\$12,644,059	\$1,566,725	12.4%	\$918,547	\$57,895	\$47,318	\$437,904	\$18,759
Times Square Alliance	\$18,901,771	\$2,824,405	14.9%	\$696,189	\$794,499	\$53,175	\$435,400	\$274,899
Average	\$17,194,185	\$2,045,674	11.9%	\$1,120,209	\$426,197	\$50,247	\$436,652	\$146,829
Median	\$18,901,771	\$1,745,892	-	\$918,547	\$426,197	\$50,247	\$436,652	\$146,829

General & Administrative

Expenses

BIDs <\$250K (unallocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs <\$250K (unallocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
180th Street*	\$54,732	\$22,795	41.65%	\$16,000	-	\$2,790	\$1,800	\$1,905
Bayside Village	\$209,349	\$99,056	47.32%	\$66,047	\$4,000	\$12,644	\$7,200	\$4,620
Brighton Beach	\$201,450	\$67,000	33.26%	\$56,420	\$7,150	\$2,080	-	\$1,350
Church Avenue*	\$215,996	\$127,103	58.85%	\$90,176	\$11,330	\$6,486	\$6,184	\$1,213
East Brooklyn**	\$147,317	\$67,350	45.7%	\$58,344	\$3,500	\$960	\$3,500	\$1,046
Graham Avenue	\$185,157	\$88,897	48.01%	\$58,876	-	\$2,070	\$18,628	\$1,660
Montague Street	\$159,986	\$66,300	41.44%	\$49,632	\$3,244	\$1,048	\$1,600	\$10,776
North Flatbush**	\$157,873	\$67,659	42.86%	\$42,000	\$6,790	\$6,316	\$11,550	\$790
South Shore	\$10,331	\$10,331	100.00%	\$9,823	-	-	-	\$508
West Shore	\$110,420	\$51,008	46.19%	\$35,000	-	\$6,508	-	-
Average	\$145,261	\$66,750	45.95%	\$48,232	\$6,002	\$4,545	\$7,209	\$2,652
Median	\$158,930	\$67,175	-	\$53,026	\$5,395	\$2,790	\$6,184	\$1,350

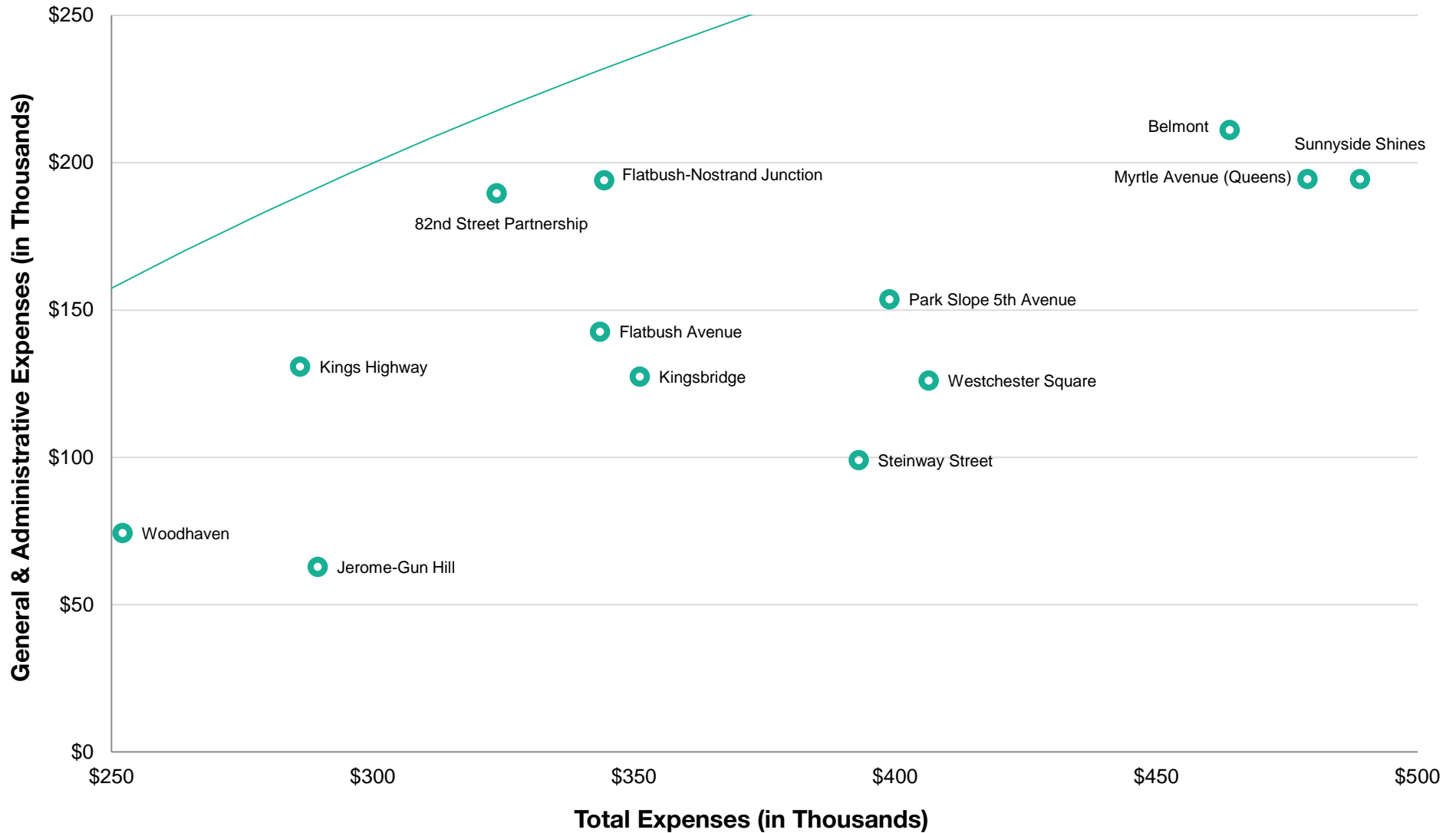
*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative

Expenses

BIDs \$250K - \$500K (unallocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs \$250K - \$500K (unallocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
82nd Street Partnership	\$323,741	\$189,529	58.5%	\$151,732	\$13,441	\$2,327	\$19,783	\$2,246
Belmont	\$464,032	\$211,027	45.5%	\$142,044	\$19,325	\$4,071	\$25,946	\$19,641
Flatbush Avenue*	\$343,501	\$142,608	41.5%	\$95,391	\$20,000	\$8,402	\$6,184	\$1,210
Flatbush-Nostrand Junction**	\$344,338	\$194,000	56.3%	\$75,000	\$53,000	\$10,000	\$5,000	\$5,000
Jerome-Gun Hill**	\$289,475	\$62,751	21.7%	\$29,000	\$20,202	\$8,888	-	\$1,000
Kings Highway	\$286,111	\$130,754	45.7%	\$95,033	\$5,253	\$2,967	\$21,989	\$4,300
Kingsbridge	\$351,127	\$127,360	36.3%	\$82,134	-	\$4,399	\$22,321	\$3,962
Myrtle Avenue (Queens)**	\$488,989	\$194,420	39.8%	-	\$127,317	\$23,937	\$4,500	-
Park Slope 5th Avenue	\$398,944	\$153,593	38.5%	\$126,268	\$5,125	\$4,400	\$16,500	\$1,300
Steinway Street**	\$393,041	\$99,000	25.2%	-	\$90,000	\$1,000	-	-
Sunnyside Shines	\$478,958	\$194,369	40.6%	\$138,133	\$5,929	\$7,958	\$33,342	\$8,760
Westchester Square	\$406,444	\$125,987	31.0%	\$100,523	-	\$2,193	\$23,146	-
Woodhaven**	\$252,148	\$74,291	29.5%	\$69,150	-	\$1,644	\$1,082	-
Average	\$370,835	\$146,130	39.4%	\$100,401	\$35,959	\$6,322	\$16,345	\$5,269
Median	\$351,127	\$142,608	-	\$95,391	\$19,663	\$4,399	\$19,783	\$3,962

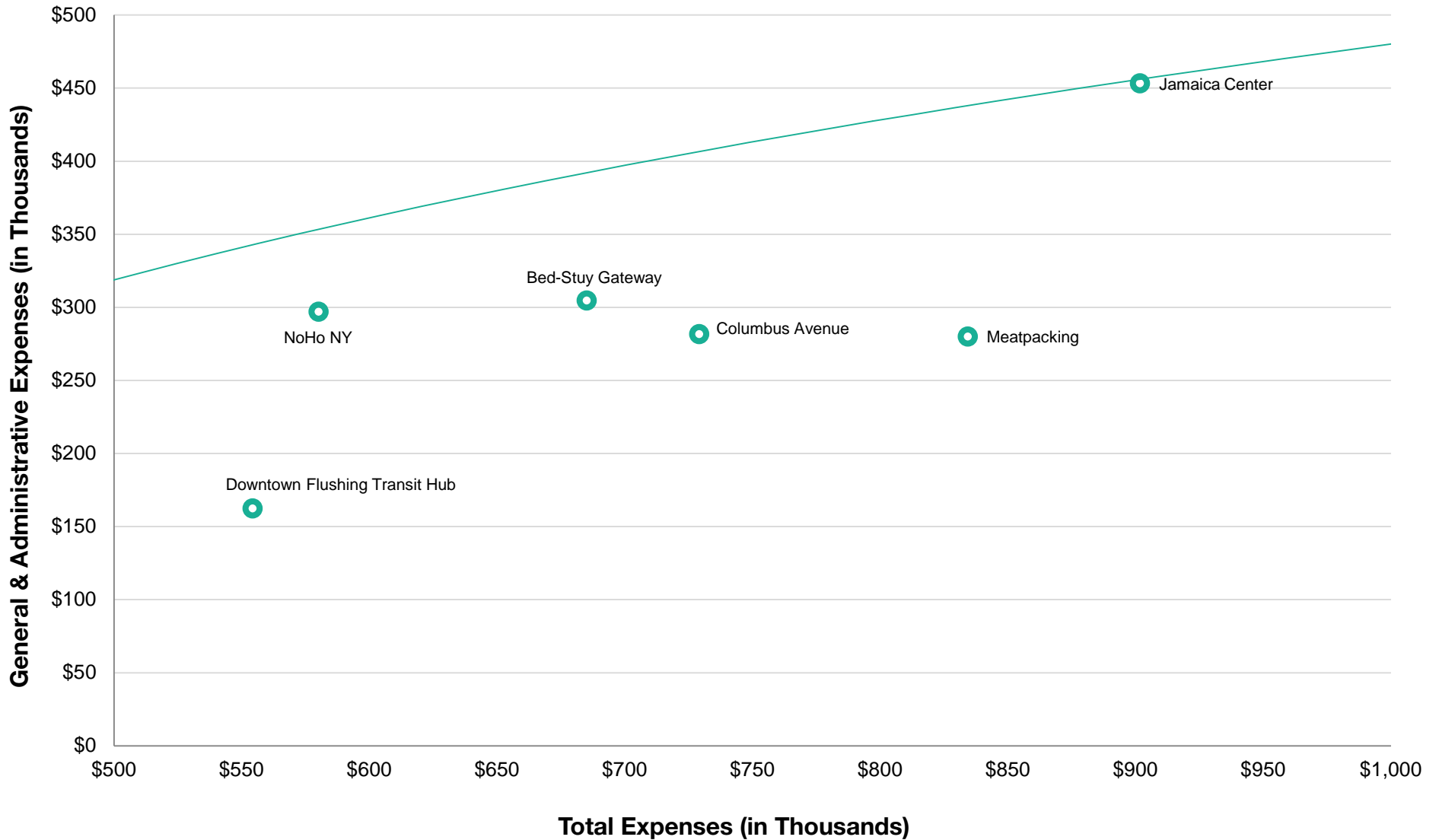
*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative

Expenses

BIDs \$500K - \$1M (unallocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs \$500K - \$1M (unallocated)

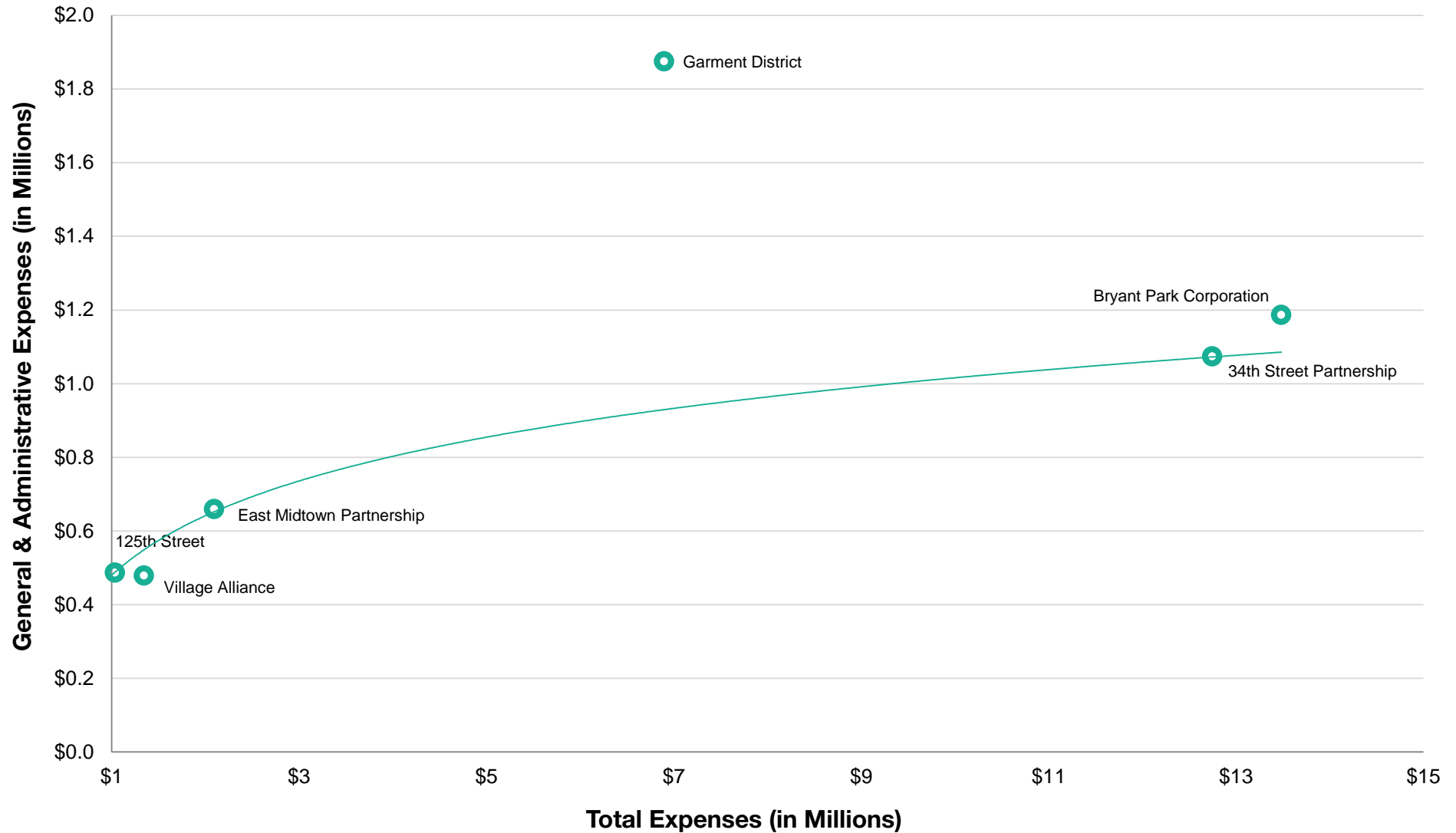
BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
Bed-Stuy Gateway	\$685,138	\$304,525	44.4%	\$220,664	\$42,728	\$11,949	\$22,914	\$6,270
Columbus Avenue	\$729,218	\$281,511	38.6%	\$194,603	\$27,874	\$12,569	\$10,040	\$24,525
Downtown Flushing Transit Hub	\$554,302	\$162,214	29.3%	\$93,000	\$5,390	\$3,824	\$18,000	\$2,000
Jamaica Center	\$901,809	\$453,083	50.2%	\$163,630	\$44,352	\$166,678	\$40,989	\$13,510
Meatpacking**	\$834,343	\$279,850	33.5%	\$164,800	\$26,497	\$12,195	\$48,890	\$27,468
NoHo NY	\$580,189	\$296,837	51.2%	\$195,069	\$15,797	\$2,977	\$66,061	\$460
Average	\$714,167	\$296,337	41.5%	\$171,961	\$27,106	\$35,032	\$34,482	\$12,372
Median	\$707,178	\$289,174	-	\$179,702	\$27,186	\$12,072	\$31,952	\$9,890

**BID has management agreement with a non-BID community-based organization

General & Administrative

Expenses

BIDs \$1M - \$5M and \$5M+ (unallocated)



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative

Comparative Data

BIDs \$1M - \$5M (unallocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
125th Street	\$1,035,208	\$487,173	47.1%	\$245,027	\$63,575	\$23,802	\$107,436	\$17,427
East Midtown Partnership	\$2,091,583	\$659,356	31.5%	\$462,792	\$18,835	\$25,163	\$107,464	\$34,478
Village Alliance	\$1,343,866	\$479,333	35.7%	\$273,814	\$88,028	\$10,885	\$51,138	\$13,930
Average	\$1,490,219	\$541,954	36.4%	\$327,211	\$56,813	\$19,950	\$88,679	\$21,945
Median	\$1,343,866	\$487,173	-	\$273,814	\$63,575	\$23,802	\$107,436	\$17,427

General & Administrative

Comparative Data

BIDs \$5M+ (unallocated)

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
34th Street Partnership*	\$12,745,532	\$1,074,330	8.4%	\$800,437	\$84,436	\$40,918	\$62,174	\$19,621
Bryant Park Corporation*	\$13,481,545	\$1,186,462	8.8%	\$877,629	\$117,258	\$71,015	\$58,764	\$22,530
Garment District	\$6,895,427	\$1,874,997	27.2%	\$1,113,890	\$121,931	\$38,783	\$280,225	\$60,660
Average	\$11,040,835	\$1,378,596	12.5%	\$930,652	\$107,875	\$50,239	\$133,721	\$34,270
Median	\$12,745,532	\$1,186,462	-	\$877,629	\$117,258	\$40,918	\$62,174	\$22,530

*BID shares staff and management with another BID

