

# CRAIN'S

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## PRIMED FOR AMAZON

HQ2's anticipated arrival in Long Island City is a big win for New York's thriving tech sector **PAGE 8**



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NEWSPAPER

### SPECIAL PHILANTHROPY ISSUE

How nonprofits are using data analysis to fulfill their mission **P. 12**

Storied opera company gets boost from big donors **P. 22**

CUSTOM CONTENT 2018 Giving Guide **P. 16**





CONFERENCE CALLOUT



ANDY BYFORD,  
president, New  
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DEC. 5

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Andy Byford will discuss his plan  
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CORRECTION

Fisher Brothers Management Co.'s figures  
for city employees and square footage under  
management were misstated in the list of  
the largest commercial property managers,  
published Oct. 29.

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# AGENDA

NOVEMBER 12, 2018

## Some advice for Albany's new rulers: Think first, regulate later

**T**he New Year cannot come soon enough for state Senate Democrats, who will take control of the chamber for the first time since four rogue members fractured their short-lived majority in 2010. The conference won't be as dysfunctional this time, as three of the traitorous four have been convicted, and the fourth now serves on the City Council. Its membership will be larger and, mindful of past dramas and a shifted political landscape, won't defect to the Republican side or (initially at least) engage in wholesale corruption. That means the new Senate majority actually might focus on governing come January.

And that is a concern in its own right. For years Democratic legislators have been talking up an agenda without having to figure out if it would work, because they did not have the power to pass it anyway. Now they do.

Take single-payer health care: The Assembly has repeatedly passed it, knowing it would die in the Senate. But some incoming senators campaigned on the issue and will push for a vote, despite Gov. Andrew Cuomo's view that single-payer could work only on a national basis. Supporters call it "Medicare for all," ignoring that Medicare patients are effectively subsidized by the privately insured patients who would cease to exist under single-payer—slashing hospital budgets and doctors' pay. Opponents omit that the tax increase it requires would be offset by private-insurance costs going away. And no one will concede that absent high deductibles or copays and the denial of claims by insurers, people will be apt to seek more health care than they need, driving up costs and wait times for care. Medicare fraud likewise would grow as the system expands.

Inconvenient facts and rhetoric also abound on a Democratic goal more likely to be met: expanded rent regulation. Advocates won't acknowledge



it creates 2.5 million arbitrary winners and 6 million losers in New York City. Or they say rent control on all dwellings would make every tenant a winner—which is like saying price controls on food would eliminate hunger. Bread lines, anyone? Why not regulate restaurants' menu prices

so New Yorkers can afford to eat out every night? Legislators who understand why that is no solution should realize why rent regulation isn't either.

Markets work if you let them. If health care and housing were treated like other consumer goods, providers and landlords would

compete on price and service to supply them. It is crucial that lawmakers consider what incentives will result from every policy, because incentives are what people respond to in the real world. You cannot regulate your way to utopia. Albany's new power brokers must forget campaign promises and politics. Follow the evidence and do what works. — THE EDITORS

**Forget campaign promises and political posturing. You cannot regulate your way to utopia**

**FINE PRINT** Exit polling from last week's election illustrates a polarization among New York voters. Per CNN, 58% of white men voted for GOP gubernatorial nominee Marc Molinaro, whereas 54% of white women went with Andrew Cuomo. And among minority voters, 84% selected Cuomo, who wound up winning his re-election bid by 22 points.

### 25 WORDS OR LESS

**"I've been very outspoken about my differences with him. So I would not be surprised if he had a deep resentment toward me. Very justified"**

—Gov. Andrew Cuomo speaking of President Donald Trump on *The Capitol Connection* radio show

BY GERALD SCHIFMAN

## RIDING THE BLUE WAVE

**STATEWIDE VOTER TURNOUT** surged in last week's election, elevating Democrats.

**45.6%** Voter turnout in the state, 12.4 percentage points higher than for the 2014 midterm election

**183K** Votes cast for the 11th Congressional District race to represent Staten Island and parts of southern Brooklyn, up 65% from 2014

**20.3%** Democrat Max Rose's chances of winning that race, according to modeling based on polls. Rose won by 6 points over the city's lone GOP House member, Daniel Donovan.

**8** Number of state Senate seats won by Democrats in formerly Republican-led districts, giving them control of all arms of state government



SOURCES: State Board of Elections, Gotham Gazette, FiveThirtyEight

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 OF AREA BUSINESS PUBLICATIONS

## Why Macy's has reason to give thanks this season

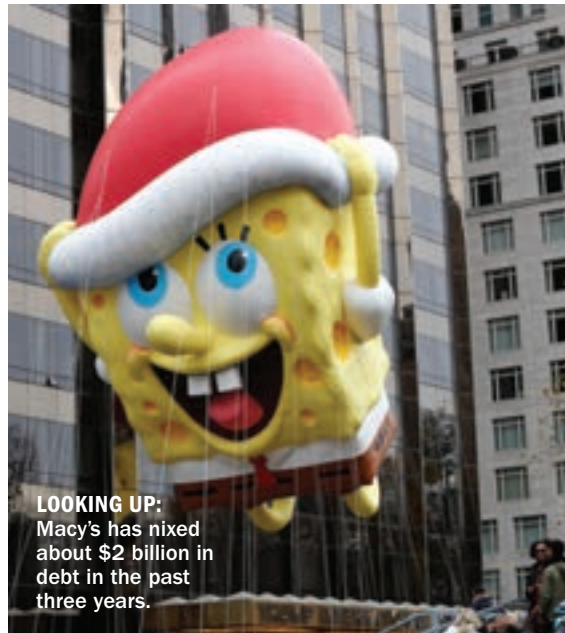
**D**ON'T LOOK NOW, but holiday shopping is just around the corner, and Midtown will be packed next week for the annual Macy's Thanksgiving Day Parade.

Everyone knows about the retailer's struggles, but it has much to be thankful for these days. Its stock price has more than doubled this year as it has sold prime real estate, such as floors of its Brooklyn and Chicago stores, to strengthen the balance sheet. The company has scrubbed about \$2 billion in debt off its books in the past three years. Macy's reports quarterly earnings this week, and investors will be keen to hear how management sees the season shaping up. Holiday cheer seems likely, even with e-commerce looming as a constant threat.

The National Retail Federation expects spending to rise by as much as 4.8% this year, higher than the 3.9% average of the past five years. "While there is concern about the impacts of an escalating trade war," federation CEO **Matthew Shay** said, "we are optimistic that the pace of economic activity will continue."

Shoppers are expected to whip out their credit cards because they are making more money and not worried about layoffs. Year-over-year wage growth surpassed 3% last month for the first time since the Great Recession, and the balance of bargaining power has tipped from employers to employees. For the past two months there have been 1 million more job openings than unemployed people for the first time since the government started tracking the data in 2000. That suggests wages will keep rising and filling pocketbooks—which is great for retailers, though in the long run it could cause inflationary pressures that force the Federal Reserve to push interest rates up again. But that's a challenge for another day.

In the meantime, it's time to start shopping for a turkey and planning where you're going to watch the parade. Here's a pro tip: It's warmer in your living room. — **AARON ELSTEIN**



### Not-so-easy Street

Goldman Sachs is no longer handing out partnerships like candy. Under CEO David Solomon this year, fewer than 65 will be promoted, the smallest class since 1998. In 2016, 84 bankers got the nod.

### Board move

Citigroup's board chairmanship will remain separate from CEO Mike Corbat, who asked not to be considered for the position. Independent board member John Dugan takes over Jan. 1 for Mike O'Neill, who reached the board's mandated retirement age of 72.

### Car talk

Continuing a \$25 million traffic-safety pilot program begun in 2015, the city plans to outfit up to 8,000 vehicles with technology that communicates with other vehicles, roadside sensors and traffic signals. Yellow cabs, MTA buses, city sanitation vehicles and UPS trucks are slated to receive the upgrade.

### Carton of bilk

Craig Carton, former co-host of WFAN's Boomer and Carton sports-radio show, was convicted of securities fraud, wire fraud and conspiracy to commit fraud, stemming from a concert ticket-selling scam. Carton is looking at up to 45 years in prison.

### Tighter Vice grip

Vice Media, which lost \$100 million last year, said it will reduce its staff by up to 15%. New CEO Nancy Dubuc

### DATA POINT

**GOODWILL COLLECTED MORE THAN 91,000 POUNDS OF SPORTSWEAR AT THE NEW YORK MARATHON NOV. 4. THE NONPROFIT HAS COLLECTED 863,000 POUNDS OF CLOTHING DURING THE PAST SIX MARATHONS.**

plans to accomplish cuts through attrition and the elimination of at least half the company's dozen-plus verticals. Vice currently has 3,000 employees.

### Out of stream

Defy Media has pulled the plug on itself, leaving its popular YouTube channels, including Smosh and Clevver, in production limbo and searching for new studios. The company, founded in 2008 as Break Media, merged with Alloy Digital to form Defy in 2011.

### Revving up search engine

Google is working on a deal for a 1.3 million-square-foot building to be developed at the St. John's Terminal in the West Village. According to the plan, Oxford Properties Group would convert a 4-story building to a 12-story office tower, expected to be ready for occupancy in 2022.

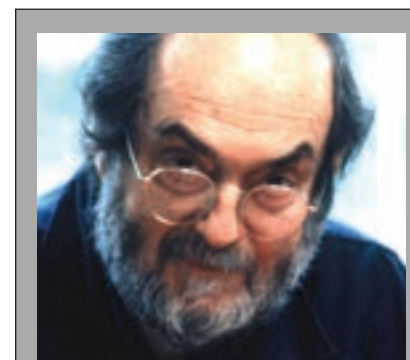
### Short arm of the law

Former Attorney General Eric Schneiderman will not be charged for the

physical abuse alleged by four women this year. Nassau County's district attorney, Madeline Singas, appointed by Gov. Andrew Cuomo to investigate Schneiderman, said "legal impediments, including statutes of limitations, preclude criminal prosecution."

### End of the line

A month after saying he would serve through 2021, MTA chairman Joe Lhota resigned Nov. 9. In the past year, Lhota helped secure \$800 million in emergency funding and appointed a new executive team led by Andy Byford. Fernando Ferrar was named acting chairman. — **CHRIS KOBIELLA**



### Kubrick on the block

A long-lost film script for *Burning Secret*, which Stanley Kubrick wrote in 1956, is scheduled to be auctioned Nov. 20 by Bonhams. The screenplay was rejected by MGM. The auction house expects it to sell for about \$20,000.

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## Power shift in House spells opportunity for New York

Democratic control could bring more dollars to fund city priorities **BY WILL BREDDERMAN**

**N**ew York City is in the House—the House of Representatives, that is.

For nearly a generation, the Big Apple has depended on its lone GOP representative from Staten Island and sympathetic Long Island Republicans to advocate for its priorities in an otherwise hostile House majority. But after Democrats won a majority of the chamber's seats in last week's election, the city's entire delegation will now be part of the dominant caucus, with three of the 12 members set to chair powerful committees and two others in line to helm important subcommittees.

Moreover, Rep. Nita Lowey, a closely allied Democrat from Westchester, will lead the Committee on Appropriations, which oversees federal spending bills. As a result, the city is poised to enjoy an array of opportunities, according to experts consulted by *Crain's*. Here are four key ones.

**MORE FUNDING.** Washington no longer allows earmarks—cash for specific projects and initiatives—in spending bills. In their place, the House and the Senate allocate funds to grant programs to which municipalities can apply for money to pay for specific projects, such as the Gateway train tunnel under the Hudson River.

Particularly important to New York are the money pots of the Department of Housing and Urban Development, including those that fund operations and repairs at the ailing New York City Housing Authority and Community Development Block Grants, which allow the city to finance an array of public amenities.

"It's one of the funding streams where the money comes directly from the federal government to cities," said Matthew McNally, director of Mayor Bill de Blasio's Federal Affairs Office, "rather than through some other entity."

Also big for New York are two Department of Transportation initiatives that the House funds in conjunction with the Senate: road-improving Build grants and Capital Investment Grants, which can bolster mass transit.

**CENSUS CONSENSUS.** Bronx Rep. Jose Serrano will head the Subcommittee on Commerce, Justice, Science and Related Agencies, a subset of Lowey's appropriations panel. It drafts important spending plans, including for the 2020 Census.

The city has long feared that Washington Republicans would allocate insufficient funds to the 10-year headcount, causing it to miss many New Yorkers, especially undocumented im-

migrants and new arrivals from other states and countries. Such an undercount in 2010 cost New York two of its 29 House seats, weakening its influence in Washington, as well as population-based federal allocations.

**BUSINESS PROGRAMS.** Rep. Nydia Velazquez, whose turf spans Lower Manhattan and parts of Brooklyn, will chair the Committee on Small Business. In a statement, Velazquez noted that nearly half of New York City businesses are owned by the foreign-born, and she pledged to help make Small Business Administration loans and grants more accessible to minorities, veterans and immigrants. Given the difficulty businesses in flood zones had recovering from 2012's Superstorm Sandy, she said, she also wants to streamline disaster-response programs.

In the event President Donald Trump makes his promised infrastructure package a reality, Velazquez indicated she would use her committee's authority over federal contracts to allow more small firms to participate.

**AIRPORT EFFICIENCY.** Kathryn Wylde, president of the Partnership for New



**VELAZQUEZ** pledged to steer her committee to bolster minority-owned businesses and improve resiliency.

York City, pointed out that the business community would benefit enormously from the modernization of air-traffic control. Planes flying in and out of the metro area still rely on 1950s-era ground-based radar, which does not pinpoint their location, prompting control towers to space them farther apart than necessary—limiting much-needed capacity and wasting travelers' time.

Both the Obama and Trump administrations have favored switching to a satellite-based global positioning system, which many other industrialized countries use, and Wylde said the private sector could pay for most of the multibillion-dollar enhancements. She endorsed a Trump-backed proposal that would move air-traffic control from the Federal Aviation Administration to a nonprofit corporation. Not all Democrats view this notion favorably. But they might be open to increasing the FAA's budget. ■

## IN THE MARKETS

### A CEO who left a legacy of porn and prostitutes

Feds extract \$143M from estate of cartoonishly rogue businessman

**I**don't care about losing all the money," Bernadette Peters lamented in the cinematic classic *The Jerk*. "It's losing all the stuff."

David Brooks could relate.

He was the CEO of a body-armor manufacturer who assembled an impressive collection of stuff, including a replica of the Wall Street *Charging Bull* statue near Bowling Green, before he was convicted of fraud. Last week federal prosecutors in Brooklyn announced that \$143 million worth of Brooks' possessions had been seized and would be used to help pay restitution to the thousands of investors he victimized. The civil forfeiture is the largest such recovery by the Eastern District.

"Our office remains dedicated to vindicating the rights of victims and

ensuring that crime does not pay," U.S. Attorney Richard Donoghue said in a statement.

Brooks was such a rogue CEO that he could be mistaken for a cartoon villain. His crime spree began after he founded DHB Industries, a publicly traded defense contractor whose bulletproof vests used in Iraq and Afghanistan turned out to be so shoddy that they couldn't stop a small-caliber bullet. In 2005 the government launched a recall. Brooks cooked the books to cover up the trouble, lied to auditors and sold \$185 million worth of DHB shares before they collapsed. Sandra Hatfield, the COO, was also charged.

Around the time the FBI began sniffing around, Brooks dipped into his company's coffers to pay for his daughter's bat mitzvah at the Rainbow

Room. The entertainment included Aerosmith, 50 Cent and Tom Petty.

Mostly, though, he bought a whole lot of stuff including a Bentley Continental Flying Spur; a Ferrari 612 Scaglietti; 3,500 Krugerrands; a belt buckle studded with diamonds, rubies and sapphires; and two daggers adorned with pavé diamonds. He also looted his company to pay for plastic surgery for his wife, pornography for his son and prostitutes for his employees. (His attorneys argued that paying for ladies of the night could "motivate his employees and make them more productive.")

The law finally caught up with Brooks in 2007, charging him with 14 counts of fraud and obstruction of justice. Before trial, he violated his bail agreement by jetting with his family to



**PARTY'S OVER:** Brooks, with co-defendant Hatfield, died two years ago, but the government is not done with him.

Switzerland so they could hide assets in safe-deposit boxes. In 2010 a jury convicted him on all counts. A year later he pleaded guilty to tax evasion. He was appealing the jury verdict when he died in prison two years ago at age 61, so that conviction was vacated. But the tax-evasion conviction survived, and the government used that as leverage to reach a settlement with Brooks' estate and family members.

The family gets to keep some of his stuff, by the way, including the belt buckle and daggers. ■



**AARON ELSTEIN**



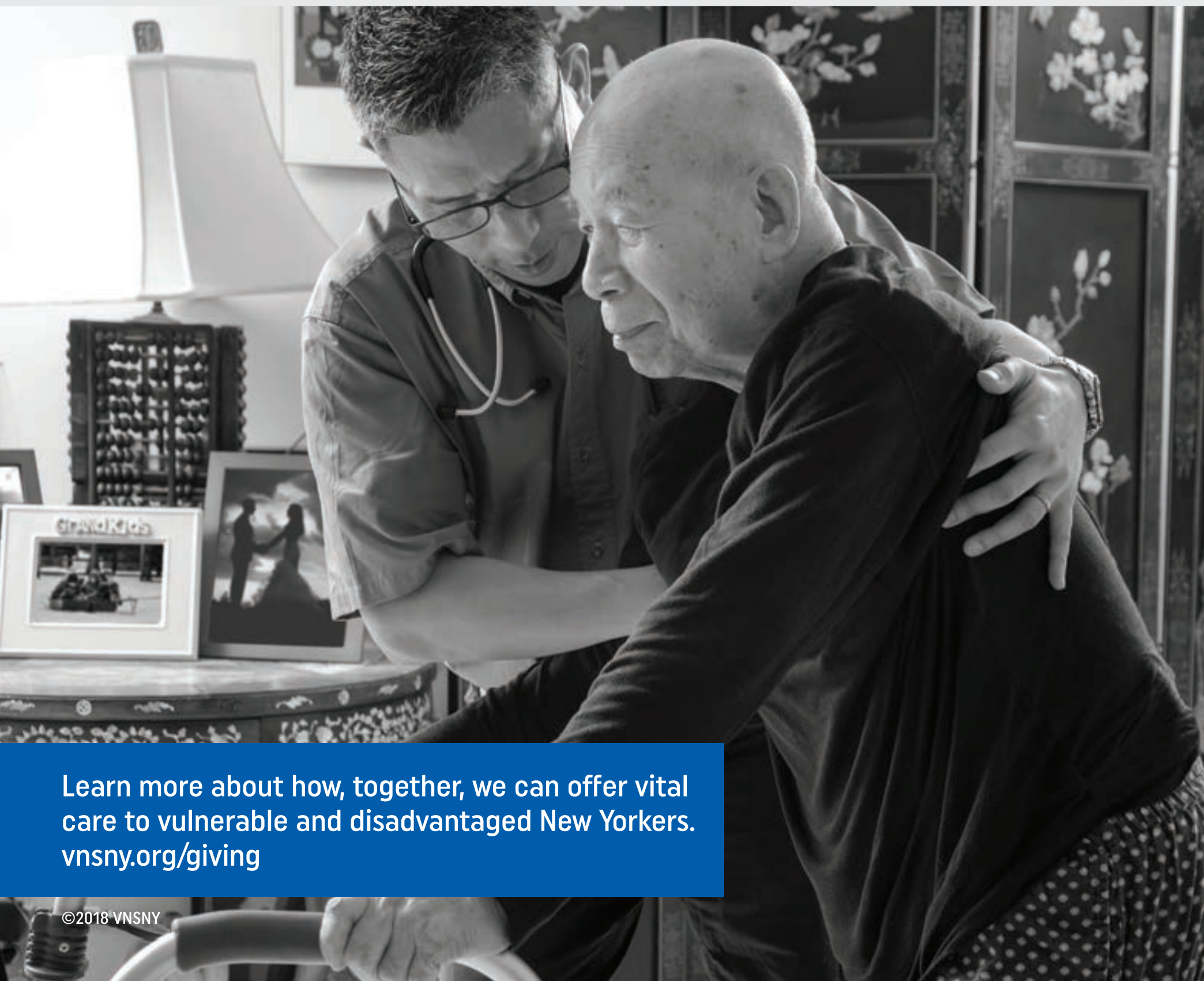
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## Why Long Island City checked Amazon's boxes

Queens enclave is a natural—if unlikely—fit **BY DANIEL GEIGER AND JOE ANUTA**

**A**mazon's impending choice of Long Island City as home to half of its much-hyped HQ2 is a huge win for New York and its burgeoning tech sector. But the e-commerce juggernaut is not the first big company to put down stakes in the Queens enclave.

In 1990 Citibank completed 1 Court Square, a 49-story, 1.5 million-square-foot tower, to create low-cost space for back-office workers. It plans to move out of the bulk of the building next year.

In 2001 insurance giant MetLife relocated its headquarters to Queens Plaza North only to return to Midtown five years later.

But most experts agree that Amazon's arrival marks a paradigm shift.

"Economic development in the outer boroughs used to be driven by low costs," said Seth Pinsky, an executive vice president at RXR Realty and former president of the city's Economic Development Corp. "Amazon is likely to get tax breaks, but it also represents a shift where companies are actively choosing to be in Long Island City for everything it offers."

Landing one of the world's biggest businesses suggests the neighborhood is finally ready to shed its reputation as a second-tier, discount destination. The \$800 billion company is expected to bring 25,000 jobs, build millions of square feet of commercial space and invest billions of dollars to put LIC on par with cutting-edge office destinations such as Hudson Yards and the World Trade Center.

"One of the great things about Long Island City—even better than Hudson Yards—is the transit," said Carl Weisbrod, a senior adviser at HR&A Advisors and former director of the Department of City Planning. Given its combination of residential, commercial and industrial developments, he added, "this neighborhood has exactly the kind of mixed uses that we end up relishing."

It also happens to have checked all of Amazon's boxes.

### ACCESS TO TALENT

Atop Amazon's HQ2 wish list was proximity to a deep pool of talent. With the city's tech sector in major growth mode, it will be poised to poach workers from big tech firms such as Facebook and Google, which also have expanded dramatically in the city, traditional companies such as JPMorgan Chase and the myriad startups, such as Peloton, that have sprouted here.

A Long Island City campus could prove a compelling lure for workers thanks to its waterfront access, ample

housing and growing array of amenities, including restaurants, retail shops and cultural destinations.

The neighborhood is also just a subway stop away from Cornell's new tech campus on Roosevelt Island, which could provide a feeder for talent and ideas for Amazon.

"The proximity to Cornell Tech is very compelling," Weisbrod said.

### ROOM TO GROW

While Long Island City has undergone a wave of high-rise residential construction in the past decade, few neighborhoods so close to the city's core feature such a big, blank canvas for large-scale commercial and mixed-use development.

The area boasts several sites and vacant parcels that offer the tech giant the chance to build millions of square feet of state-of-the-art space from the ground up. According to several sources, Amazon is already focused on a large waterfront site in the neighborhood, owned by plastics company Plaxall, along with a nearby site owned by the city.

The family that controls Plaxall had been seeking to rezone the 15 acres surrounding Anable Basin to allow for the construction of mixed-used development, including about 5,000 apartments and a new waterfront esplanade that would border the basin. Striking a deal with Amazon could revise the plan to include millions of square feet of offices, along with the housing.

To fulfill its immediate need for roughly 500,000 square feet by next year, Amazon is rumored to be in talks to take some of the space Citibank is shedding at 1 Court Square.

### QUALITY HOUSING

The neighborhood has been a hot spot for new development since the city's latest real estate boom kicked off in the wake of the Great Recession, and there are many more units in the offing that could provide workers with new homes at less-than-in-Manhattan prices.

Since 2010 more than 10,000 apartments have been constructed in the neighborhood. And data from Nancy Packes Inc. show that there are nearly 6,500 more market-rate rentals and more than 1,000 condos in the pipeline in the next two years.

Market-rate rents have been flat or declining citywide because of a glut of supply. Eric Benaim, founder of Long Island City-based residential brokerage Modern Spaces, said that if Amazon attracts new people to the area, it could be a boon for local landlords, who will need to fill new projects, but thanks to the ample supply, it would

## BENEFICIARIES AND BUSTS

### WINNERS



**Elizabeth Lusskin**, president, Long Island City Partnership

**PLAYED KEY ROLE** in developing the winning response to Amazon's RFP. Her BID would get a giant new member.



**Daniel Huttenlocher**, dean, Cornell Tech

**THE CITY'S NEW** applied-sciences graduate school was founded with the idea of attracting companies such as Amazon. Now they could be neighbors.



**Kathryn Wyde**, president and CEO, Partnership for New York City

**RALLIED NEW YORK'S** business community and raised the profile of the city's pitch to the e-commerce giant with a detailed account of the metro area's assets.



**James Patchett**, president, NYC Economic Development Corp.

**POINT PERSON** for the city on its biggest job-creating deal in memory. Economic development officials elsewhere are now eating their heart out.



**Andrew Cuomo**, governor

**WHO KNOWS WHAT** else he promised besides changing his name to Amazon, but he could have a story to tell about job growth that might come in handy later.



**Julie Samuels**, Tech: NYC

**NEW YORK'S** official advocate for tech, she represents an industry that could soon be less of a distant second to Silicon Valley.

### LOSERS



**Ron Kim**, assemblyman

**SLAMMED AMAZON** as a monopolist that kills small businesses, only to see it head for his borough (and likely prove him wrong).



**Jonathan Westin**, NY Communities for Change

**VIEWS TECH FIRMS** as gentrifiers that drive up rents, push out poor people and don't hire minorities. Time will tell if that holds true for Amazon.

not result in any serious rent increases. Home prices in Queens, on the other hand, have been on the rise. And even though there are signs a market slowdown is looming, Grant Long, senior economist at listings website StreetEasy, said news of Amazon's arrival could put more pressure on prices, especially in lower-density areas such as Astoria and Sunnyside, and draw the attention of speculators.

### AMPLE TRANSIT

Several subway lines cross through the neighborhood, most notably the 7, for which signal improvements are scheduled to be completed soon, easing some of the overcrowding issues that have plagued the line by boosting the number of trains that can operate. The line also provides a direct link to the 360,000 square feet Amazon recently leased to house 2,000 employees at 5 Manhattan West in Hudson Yards.

### GENEROUS INCENTIVES

Amazon likely will be able to cash in on a slate of as-of-right incentives to move to the neighborhood. If the company does build commercial office space as expected, it will be able to avoid paying most of the property taxes that would otherwise be due by

utilizing the city's Industrial and Commercial Abatement Program.

The remainder of any tax burden could be reduced or essentially eliminated if the city or the state allows it to make so-called payments in lieu of taxes, or pilots, which divert would-be tax payments to cover costs such as infrastructure improvements or even building Amazon's office properties.

The company also may be able to cut its tax burden through the city's Relocation and Employment Assistance Program, which grants companies a \$3,000 annual credit for every employee that moves to designated areas, including Long Island City, for up to 12 years. The state's Excelsior Jobs Program also could be in play, providing tax breaks for hiring, research and development.

"Companies that are willing to be the pioneer in a neighborhood are the ones that usually get the best economic deal," said Mary Ann Tighe, the New York CEO of CBRE who brokered groundbreaking lease deals for several large companies, including Condé Nast's relocation to the World Trade Center and Coach's move to anchor the first office tower built in Hudson Yards. "If you go first, you get something for it." ■



# Can Amazon dreams come true?

News of the tech titan's expected arrival in Long Island City has everyone thinking big **BY MATTHEW FLAMM**

**T**he deal has not been finalized or even announced, but word that Amazon has chosen Long Island City for one of its two second homes has sparked delirium across New York's business community.

Not surprisingly, real estate prices shot up overnight in the Queens neighborhood, as well as next door in Greenpoint, Brooklyn. But the potential impact of tech's \$800 billion gorilla betting part of its future on scrappy, modest Long Island City goes far beyond improving developers' bottom line.

Business leaders and others are having fever dreams of what the new campus could bring. And though Amazon's original aim was to build a \$5 billion second headquarters for 50,000 workers, its decision to split the new venture between Queens and Arlington, Va., has hardly dampened their enthusiasm.

Amazon's choice marks a crowning achievement for efforts to build a tech sector that began under Mayor Michael Bloomberg and included the creation

of engineering school Cornell Tech on Roosevelt Island, one subway stop away.

## Ripple effects

Local leaders said they hope the 25,000 employees that Amazon could hire will be more diverse than is typical for tech, and that the development will drive long-sought improvements in transportation infrastructure.

Most of all, they see a bustling center of commerce and innovation growing out of projects that have been simmering in the neighborhood for years.

"It's all going to grow together," said Alan Suna, chief executive of Silvercup Studios, who worked on the Amazon proposal and one to attract a city-supported life sciences complex.

Suna sees life sciences and Amazon tech workers mingling with graduate students and faculty from Cornell Tech. "When you add in the parks, the restaurants and bars, they have a place to bump into each other," he said. "That's how these young people thrive."

Transportation experts, meanwhile, are wondering how all those folks will get to work. "If HQ 2.5 really is coming, there's going to have to be a comprehensive plan of transportation investments that the city should be negotiating with Amazon right now," said Tom Wright, CEO of the Regional Plan Association, the urban-planning think tank.

He listed several projects including one long shot: extending the proposed Gateway tunnel all the way to Sunnyside Yard, which would allow easier commutes from the Bronx and New Jersey.

"A corporation as large as Amazon will be looking both locally and regionally for its workforce," Wright said.

More immediately, he said, now is the time to build the Brooklyn-Queens Connector. The de Blasio administration's BQX streetcar would run along the water from Astoria to Gowanus by way of Long Island City.

"It provides north-south transit access and would clearly be something you would expect to be part of plans for

this kind of growth," Wright said.

There's a push for that growth to include minorities, women and low-income residents—groups notoriously underrepresented at tech companies.

"Amazon presents New York with a real opportunity to create a tech and innovation community that's different from Silicon Valley," said Jukay Hsu, CEO of Pursuit, which trains underserved New Yorkers, as well as blue-collar employees of tech companies, to be software engineers. "We don't want to [have] a huge divide between the tech community and everyone else."

Hsu's organization has been working with the New York City Economic Development Corp. on creating the Long Island City Innovation Center. The 1.5 million-square-foot project, featured in the city's pitch to Amazon, is now expected to be part of the company's complex in Long Island City's Anable Basin, *Crain's* has learned.

"We're really looking forward to being a partner with them," Hsu said. ■

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# A back-to-the-future remedy for the city's affordability crisis

Unfairly maligned, shared housing can meet New Yorkers' changing needs **BY MARIA TORRES-SPRINGER**

In the past five years, the de Blasio administration has financed a record number of affordable homes—33,000 in the last year alone. But even as we accelerated and expanded the mayor's housing plan to keep pace with urgent needs on the ground, we recognized that adding affordable units is not enough. We also need a greater diversity of housing to match New York's shifting demographics.

New York City's population is at an all-time high. While our count of dwellings is as well, it is still not enough to accommodate the growing number of people who choose to live and stay in the city. There is also a fundamental mismatch between the existing housing stock and the changing composition and demands of residents. For example, two-thirds of our households consist of one or two people, yet studios and one-bedrooms are only 45% of the housing supply.

This shortage of small apartments and their concentration in particular neighborhoods make it much harder for single adults living alone—who tend to be older and more rent-burdened—to get by. It also leads to unrelated adults rooming together in larger apartments built for families. This may contribute to the widespread misconception that there is a greater need for apartments with more bedrooms.

The mismatch between supply and demand

distorts the housing market and contributes to the city's affordability crisis. That is why in Housing New York 2.0, we didn't just double down on affordable housing, but we also set out to introduce new tools and strategies to meet the diverse housing needs of our city. This must include revisiting past models—which is the reason the city is launching Share NYC, an initiative to explore how shared housing can be reimagined.



TORRES-SPRINGER

Such housing is defined by the shared use of living facilities, chiefly kitchens and bathrooms. It has a long history in New York and across the country and is very much intertwined with the growth of the city. At its peak, it housed millions of New Yorkers. From the large single-room-occupancy hotels on the Upper West Side to the iconic Chelsea Hotel, shared housing allowed people to establish a foothold in the city and provided a stable, affordable place to live.

Historically, shared housing has provided critical low-cost options for a variety of households, but the rise and fall of single-room-occupancy hotels resulted in a stigma that unjustifiably persists today. Concerns



**EVERYONE EATS:**  
The kitchen at a Starcity shared-housing site in San Francisco

that they were substandard resulted in some of the policies and practices that undermined the quality of this type of housing and underestimated the need that it filled—and continues to fill today.

While the number of shared housing units has plunged since the mid-20th century, we are seeing renewed interest from cities across the country and beyond, particularly as the way people live and work evolves. With the shared economy—from office space to transportation—growing and preferences changing, now is the time to look at how shared housing can be re-engineered to provide a novel solution to some of the challenges cities like New York face.

ShareNYC looks to harness the knowledge and expertise of community-development organizations, architects, urban designers and planners, developers, construction firms and property managers to develop a new model of shared housing.

It should strike a balance between providing long-term affordability—including for some of the city's most vulnerable residents—and reducing construction costs while advancing innovative design and management practices to make the most of the “shared” part of shared living.

Through this learning, we are looking to create a wider array of quality housing options at every income tier and in a range of neighborhoods to increase economic diversity, attract and maintain a diverse labor pool and increase household access to a wider array of neighborhoods and communities. For New Yorkers already living in de facto shared housing, formalizing such arrangements can provide safer, healthier and more stable alternatives with greater legal protections. It also can help the city assess a community's infrastructure and service needs.

New York City has been a leader in affordable housing since the 19th century, designing early housing codes that established basic standards of habitability and safety while still facilitating low-cost construction, instituting rent control as early as 1920 and building some of the nation's earliest public housing developments. The city is uniquely positioned to lead again, to apply the lessons of the past and bring this model into the future so that shared housing can once more play an important role in providing stable homes and opportunity for New Yorkers today and for generations to come. ■

*Maria Torres-Springer is commissioner of the city's Department of Housing Preservation and Development.*

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# Long Island City's new crop of hotels

If Brooklyn was once known as the borough of churches, then Queens should be the borough of hotels. At least the Long Island City part of it.

Cropping up among the massive new residential and office towers, hotels are the hottest growth category in what is considered one of the city's most vibrant new residential neighborhoods. According to Liz Lusskin, president of the Long Island City Partnership, the local business improvement district, the area has 6,100 hotel rooms planned in addition to the 3,200 already in operation.

Brokers Cushman and Wakefield have compiled different numbers. Stephen Preuss, senior managing director, puts the numbers at 2,800 hotel rooms under development with 2,300 rooms already in business. Lusskin attributes the discrepancy to different borders for what each considers Long Island City. Either way, there are many more rooms planned than already exist.

There may even be the makings of over-supply, warns Preuss, who was the broker on the sale of a parcel at 38-04 11th St., slated for development into a 142-key hotel by McSam Hotel Group, owned by Sam Chang. It is also developing a 324-key property at 38-39 9th St. and owns several hotels in Manhattan.



"Absorption of all these rooms is going to be a big question mark over the next three to seven years," said Preuss. "We'll see if it's enough to keep up Long Island City's \$135-per-night range."

Too many hotels means more and better options for guests and could compress the price down to \$100 per night, making it harder for the companies running them to make a profit. To avoid such saturation, zoning is being changed to make the approvals process more rigorous in former manufacturing zones, of which Long Island City has many.

Guests come to Long Island City as much for convenience as for price. It is central: "connected

to the airports and Manhattan and everything in between," said Lusskin. "And many of the hotels are clustered along transit routes of one sort or another."

Hotel development in Long Island City took off around 2012, according to Preuss, and has not slowed down since. More boutique hotels like the Paper Factory and The Local are part of the mix as development evolves away from mass market hospitality brands.

Tourists are a big chunk of the clientele, but so are business travelers associated with companies like JetBlue, headquartered locally, or high-end artisanal manufacturers that are still part of the area's historic industrial fabric.

The biggest part of the clientele is the 80,000-strong residential population whose friends and wedding guests want to stay local. "Talk to people who aren't local and they're usually in Long Island City for a wedding," said Lusskin.

Projects like Cornell Tech on Roosevelt Island will inevitably feed the frenzy. "It will push all asset classes," said Preuss. "People need to live and eat, and more people will bring commerce, business and careers, with as much retail and service as they can."

## THEM

A manually manipulated writing and communications tool consisting of a solid carbon-based core mixed with a clay binder and encased in thin wood, usually hexagonal in section (but sometimes cylindrical), that creates marks through physical abrasion and is capped by an erasure and correction device made from natural rubber or styrene-butadiene.

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## More nonprofits embrace data-driven decision making

For-profit tactics boost results—and funding **BY JUDITH MESSINA**

**I**n a world awash in data, it's not only Wall Street firms and Silicon Alley data scientists crunching numbers these days.

Nonprofits, traditionally viewed as risk-averse, slow-moving organizations, are increasingly getting on the performance-review train. A growing number of firms are amassing information, analyzing trends and testing methods to better inform strategy, justify programs and convince funders their money will be put to good use.

Sometimes the evidence compels an organization to boldly transform the way it pursues its mission.

For example, data showed that the Bowery Residents Committee's homeless clients were staying in shelters longer and returning in greater numbers even though more of them were getting jobs. That prompted CEO Muzzy Rosenblatt to dig deeper, revealing that the path from shelter to housing was congested. In response, BRC became a real estate developer—a first for a homeless organization—leveraging city vouchers for 135 units of permanent affordable housing to build a 200-bed Bronx shelter, which opened in May.

"We saw the length of stay going up—recidivism going up—and needed to figure out a way to change the external reality," Rosenblatt said.

BRC routinely gathers data on clients and programs, searching for trends and matching input, such as helping clients apply for housing, to output, such as housing placements. Rosenblatt reviews the results at quarterly meetings, to which he also invites board members, foundation reps and other nonprofits.

"Using resources more entrepreneurially to get greater impact and giving partners comfort that these projects are not crazy risky and are data-driven—that's the paradigm shift," he said.

Nonprofits are becoming more sophisticated data analysts, running ran-

domized control trials and seeking out insights from other nonprofits to find out what works and what doesn't.

Last year nonprofit information service Guidestar saw a 138% increase in the number of nonprofits—from 1,630 to 3,882—that earned its platinum seal for providing not just financial information but also metrics illustrating performance and progress in achieving their mission.

"It's really a big impact differentiator," said Gabe Cohen, senior director of marketing and communications at Guidestar. "People are starting to realize that if they can track data, they can make better decisions and increase funding."

### Removing subjectivity

The Center for Employment Opportunities, which helps the formerly incarcerated enter the workforce, is collecting stats on a new program that promises to reduce recidivism and keep its young adult clients motivated. Even with data, teasing out the causes of success or failure is difficult when countless variables, including housing and child care responsibilities, get in the way of clients' goals. But without data, it's impossible.

"It takes some rigor to figure out what levers are most important to get people back on track," said Brad Dudding, the new chief impact officer at the 25-year-old organization.

At Per Scholas, which trains underrepresented populations in technology, randomized trials have helped validate its training model but also caused it to pull the plug on an expensive program that put similarly aged youth in the same class. After tweaking, the graduation, certification, placement and retention rates in the program were still lower than in classes with a mix of youth and adult students.

"I call those Frankenstein programs," said CEO Plinio Ayala. "You



**BUY THE NUMBERS:** Rosenblatt of the Bowery Residents Committee invites board members and other donors to his quarterly data-analysis meetings.

believe the assumptions and keep pumping in money, but the effectiveness is not there. Data eliminates all the subjectivity, all the emotion."

For some nonprofits, data has been the impetus—and the underpinning—for experimentation and improvement. The Center for Court Innovation, a policy and research organization that works to improve the justice system, used data to illuminate that clients—

**“Data allows nonprofits to clearly delineate the return on investment for donors. The God-will-provide approach is no longer the way to do business”**

people involved in the justice system, usually defendants—are sensitive about how they are treated. The organization has now operationalized that insight in its staff training to ensure clients feel respected.

Project Renewal, which seeks to end homelessness by providing health and employment services as well as affordable housing, knew there was significant turnover in its residential aides staff—at a cost of 16% of salary to replace each aide. But seeing the stark 148% annual turnover figure led to a new training and support program that boosted morale and cut turnover in half.

"Impressionistically, people realized there was a lot of turnover, but the numbers make you see it in a whole new way and allow you to quantify savings," said Jody Rudin, COO of the organization, which now has six employees—10% of its administrative staff—dedicated to performance measurement and evaluation.

For many nonprofits, the data mindset remains a work in progress. It may require a culture change and, for small outfits, a heavy lift to gather the necessary money, skills and people.

Data analysis is far from ubiquitous in the nonprofit world. A national survey by a collaboration of EveryAction, a customer-retention software maker, and the website Nonprofit Hub found that 40% of nonprofit professionals use data to make decisions.

"They can tell stories, which is really important, but they don't have the infrastructure to say tactically and strategically where they are making a difference," Dudding said.

Some worry that an emphasis on data can overshadow qualitative and often unmeasurable but still important outcomes.

Others fear that when cash inflows are entirely dependent on government and philanthropy, there may be no second chances if the data throw a spotlight on a failed program. Longstanding organizations that have built up good will can weather bad results, but young nonprofits could suffer.

Embracing failure as a learning tool has not quite permeated the nonprofit mindset, something CEO Greg Berman of the Center for Court Innovation, for one, is fighting to change.

"I reject the kind of pass-fail analysis where something is a massive success or total failure," said Berman, co-author of *Trial and Error in Criminal Justice Reform: Learning From Failure*. "Even with projects that are less than shining successes, if you dig into the data, there's always something you can learn from it."

What is clear is that the passion for data is likely to intensify.

"The God-will-provide approach is no longer the way to do business in the nonprofit world," Ayala said. "Nonprofits need to clearly delineate the return on investment, and you can only do that with data." ■

### BIG TECH WANTS IN

**NONPROFITS WADING** into the world of big data will find technology firms eager to assist. There are dozens of applications available for evaluating performance and managing operations and people. They include customer-relationship management software from EveryAction, a private company, and \$8.4 billion behemoth Salesforce, which as [salesforce.org](https://www.salesforce.org) offers a version of its cloud-based platform to nonprofits.

Salesforce says that some 37,000 organizations are using its nonprofit cloud. To onboard often cash-starved nonprofits, Salesforce offers up to 10 subscriptions for free. Otherwise subscriptions start at \$24 per person per month. EveryAction begins at \$49 monthly.

When 42% of nonprofits still manually collect and analyze data, according to a Salesforce survey, technology can be a differentiator.

"What we're saying to many nonprofits is to be transparent," said Josue Estrada, senior vice president of industry solutions for [salesforce.org](https://www.salesforce.org). "If [someone] is giving you \$100, how is that affecting the lives of your clients?" — J.M.



Ranked by total assets

RANK	FOUNDATION	PHONE/ WEBSITE/ YEAR FOUNDED	TOP EXECUTIVE(S)/ COMPENSATION <sup>1</sup>	2017 ASSETS (IN MILLIONS)/ % CHANGE FROM 2016	2017 CONTRIBUTIONS (IN MILLIONS)/ % CHANGE FROM 2016	2017 GRANTS MADE <sup>2</sup>	2017 NOTABLE GRANTS TO NYC ORGANIZATIONS	TOP GIVING AREAS	EMPLOYEES <sup>3</sup>
1	<b>Ford Foundation</b> 320 E. 43rd St. New York, NY 10017	212-573-5000 fordfoundation.org 1936	<i>Darren Walker</i> President \$860,052	<b>\$13,078.3</b> +5.8%	\$556.0 +26.1%	1,271	Make the Road New York, \$500,000; Brennan Center for Justice, \$1,200,000	Civic engagement and government; creativity and free expression; future of work	425
2	<b>Foundation to Promote Open Society<sup>4</sup></b> 224 W. 57th St. New York, NY 10019	212-548-0600 opensocietyfoundations.org 1993	<i>George Soros</i> Founder, chairman, director \$0	<b>\$10,321.9</b> +40.7%	\$447.3 +3.7%	n/d	Human Rights Watch, \$10,075,000; The Fund for Public Schools, \$2,304,382	Transparency and public accountability; equality and anti-discrimination; education and learning	n/d
3	<b>Bloomberg Family Foundation</b> 25 E. 78th St. New York, NY 10075	212-205-0100 bloomberg.org 2006	<i>Patricia E. Harris</i> Chief executive \$0	<b>\$7,850.2</b> +9.7%	\$346.1 +23.5%	n/d	Everytown for Gun Safety support fund, \$5,200,000; Results for America, \$2,796,000	Environment; public health; arts	n/d
4	<b>Andrew W. Mellon Foundation</b> 140 E. 62nd St. New York, NY 10065	212-838-8400 mellon.org 1969	<i>Elizabeth Alexander</i> President \$871,883 <sup>5</sup>	<b>\$6,855.3</b> +9.6%	\$285.8 -0.5%	496	American Council of Learned Societies, \$6,800,000; Institute of International Education, \$2,500,000	Higher education and scholarship in the humanities; arts and cultural heritage; scholarly communications	96
5	<b>Leona M. and Harry B. Helmsley Charitable Trust<sup>6</sup></b> 230 Park Ave. New York, NY 10169	212-679-3600 helmsleytrust.org 2008 <sup>7</sup>	<i>Stephanie Cuskley</i> Chief executive \$970,991	<b>\$5,474.3</b> +4.0%	\$231.1 -7.7%	193	END Fund, \$6,098,944; JDRF, \$3,131,227	Severe chronic diseases; select place-based initiatives	93
6	<b>Rockefeller Foundation</b> 420 Fifth Ave. New York, NY 10018	212-869-8500 rockefellerfoundation.org 1913	<i>Rajiv J. Shah</i> President \$1,079,226 <sup>8</sup>	<b>\$4,509.9</b> +10.4%	\$190.9 +9.9%	234	Rockefeller Philanthropy Advisors, \$35,000,000; Natural Resources Defense Council, \$3,012,732	Equitable global health systems; sustainable food systems; clean energy access	141
7	<b>JPB Foundation</b> 875 Third Ave. New York, NY 10022	212-935-9860 jpbfoundation.org 2011	<i>Barbara Picower</i> President \$335,147	<b>\$4,283.9</b> +9.6%	\$206.2 +20.7%	309	Harlem Children's Zone, \$2,000,000; Fund for Public Health in New York City, \$1,458,550	Medical research; poverty; environment	34
8	<b>Open Society Institute<sup>4</sup></b> 224 W. 57th St. New York, NY 10019	212-548-0600 opensocietyfoundations.org 1993	<i>George Soros</i> Founder, chairman, trustee \$0 <i>Christopher Stone</i> President, chief executive, trustee \$914,217	<b>\$3,577.0</b> +36.7%	\$10.7 -1.8%	n/d	Institute for New Economic Thinking, \$12,667,097	Transparency and public accountability; equality and anti-discrimination; education and learning	n/d
9	<b>Carnegie Corp. of New York<sup>9</sup></b> 437 Madison Ave. New York, NY 10022	212-371-3200 carnegie.org 1911	<i>Vartan Gregorian</i> President \$997,286	<b>\$3,340.0</b> +1.2%	\$159.5 +5.6%	n/d	Brookings Institution, \$1,000,000; Carnegie Foundation for the Advancement of Teaching, \$2,500,000	Democracy; peace and security; education	78
10	<b>Simons Foundation<sup>4</sup></b> 160 Fifth Ave. New York, NY 10010	646-654-0066 simonsfoundation.org 1994	<i>Marilyn H. Simons</i> President, trustee \$0	<b>\$3,027.1</b> +15.0%	\$232.4 -0.6%	n/d	New York Genome Center, \$16,000,000; Math for America, \$15,625,000	Research in mathematics, physical sciences, computer science, life and autism sciences	n/d
11	<b>New York Community Trust</b> 909 Third Ave. New York, NY 10022	212-686-0010 nycommunitytrust.org 1924	<i>Lorie A. Slutsky</i> President \$922,910	<b>\$2,806.0</b> +10.0%	\$224.0 +14.9%	11,400	Legal Outreach, \$225,000; New York University Tandon School of Engineering, \$100,000	Health care; youth services; neighborhood improvements	56
12	<b>Alfred P. Sloan Foundation</b> 630 Fifth Ave. New York, NY 10111	212-649-1649 sloan.org 1934	<i>Adam F. Falk</i> President \$997,915 <sup>10</sup>	<b>\$1,909.2</b> +6.4%	\$98.5 +32.5%	360	Tribeca Film Institute, \$830,000; New York University, \$727,500	Basic research in science, technology and economics; promoting diversity in graduate science education; public understanding of science	32
13	<b>Doris Duke Charitable Foundation</b> 650 Fifth Ave. New York, NY 10019	212-974-7000 ddcf.org 1996	<i>Edward P. Henry</i> President, chief executive \$0	<b>\$1,874.5</b> +7.5%	\$84.1 -0% <sup>11</sup>	198	Dance Theatre of Harlem, \$400,000; Albert Einstein College of Medicine, \$986,050	Medical research; performing arts; environment	38
14	<b>Wallace Foundation</b> 5 Penn Plaza New York, NY 10001	212-251-9700 wallacefoundation.org 1965	<i>Will Miller</i> President \$706,035	<b>\$1,576.5</b> +10.0%	\$57.6 -10.6%	140	National Urban League, \$800,000; NYC Leadership Academy, \$1,750,000	Education leadership; learning and enrichment; arts	48
15	<b>Starr Foundation<sup>12</sup></b> 399 Park Ave. New York, NY 10022	212-909-3600 starrfoundation.org 1955	<i>Florence A. Davis</i> President n/d	<b>\$1,480.4</b> +6.2%	\$73.1 +29.5%	n/d	New York-Presbyterian Hospital, \$25,000,000 <sup>13</sup> ; Performing Arts Center, \$20,000,000 <sup>14</sup>	Health and medicine; education; public policy and international relations	9

**New York area** includes New York City and Nassau, Suffolk and Westchester counties in New York, and Bergen, Essex, Hudson and Union counties in New Jersey. *Crain's New York Business* uses staff research, extensive surveys and the most current references available to produce its lists, but there is no guarantee that the listings are complete. To qualify for this list, foundations must be headquartered in the New York area. All information was supplied by the foundations unless otherwise noted. n/d-Not disclosed. **1**-Includes compensation, contributions to employee benefit plans and deferred compensation, all for calendar year 2016 or the most recent available year. **2**-As of Dec. 31, 2017. **3**-Full-time and full-time-equivalent employees as of Dec. 31, 2017. **4**-Asset and contribution data are derived from IRS Forms 990 spanning 2015 and 2016 fiscal years. **5**-2016 compensation for former President Earl Lewis, who stepped down in March 2018. **6**-Fiscal year ends March 31. **7**-The foundation was formed in 1999. However, active grantmaking did not begin until 2008. **8**-2016 compensation for former president Judith Rodin, who stepped down that year. **9**-Asset data is derived from IRS Forms 990 spanning 2015 and 2016 fiscal years. **10**-2016 compensation for former President Paul Joskow, who retired in December 2017. **11**-Change is -0.01%. **12**-Totals for 2017 assets and contributions are estimates from the foundation. **13**-Five-year grant supports the expansion of cardiac services at New York-Presbyterian and Weill Cornell Medicine. **14**-Four-year grant supports The Ronald O. Perelman Performing Arts Center at the World Trade Center. Research: Gerald Schiffman



Ranked by 2017 total operating expenses

RANK	ORGANIZATION	PHONE/ WEBSITE	TOP EXECUTIVE/ TITLE/ TOTAL COMPENSATION <sup>1</sup>	TOTAL OPERATING EXPENSES 2017/2016 (IN MILLIONS)	% OF EXPENSES ALLOCATED TO PROGRAM SERVICES	% OF EXPENSES USED FOR FUNDRAISING	2017 TOTAL INCOME (IN MILLIONS)	% OF INCOME FROM PRIVATE SUPPORT <sup>2</sup>
1	<b>International Rescue Committee Inc.</b> <sup>3</sup> 122 E. 42nd St. New York, NY 10168	212-551-3000 rescue.org	<i>David Miliband</i> President, chief executive, director \$671,749	<b>\$725.0</b> \$672.9	91.9%	2.5%	\$736.8	32.2%
2	<b>Institute of International Education</b> <sup>3</sup> 809 United Nations Plaza New York, NY 10017	212-883-8200 iie.org	<i>Allan E. Goodman</i> Chief executive, trustee \$626,216	<b>\$588.9</b> \$725.0	94.7%	0.2%	\$592.2	5.3%
3	<b>Catholic Medical Mission Board Inc.</b> <sup>4</sup> 100 Wall St. New York, NY 10005	212-242-7757 cmmb.org	<i>Bruce Wilkinson</i> President, chief executive \$471,056	<b>\$581.6</b> \$386.1	98.3%	0.9%	\$599.1	98.2%
4	<b>United States Fund for UNICEF &amp; Affiliates</b> <sup>5</sup> 125 Maiden Lane New York, NY 10038	212-686-5522 unicefusa.org	<i>Caryl M. Stern</i> President, chief executive \$652,425	<b>\$512.8</b> \$561.2	88.4%	8.6%	\$510.6	99.0%
5	<b>Doctors Without Borders USA Inc.</b> 40 Rector St. New York, NY 10006	212-679-6800 dwb.org	<i>Jason Cone</i> Executive director \$248,980	<b>\$419.2</b> \$362.5	89.6%	9.1%	\$392.5	94.8%
6	<b>Jewish Communal Fund</b> <sup>6</sup> 575 Madison Ave. New York, NY 10022	212-752-8277 jcfny.org	<i>Susan F. Dickman</i> Executive vice president, chief executive \$556,515	<b>\$406.5</b> \$389.7	97.8%	0.3%	\$461.9	100.0%
7	<b>Metropolitan Museum of Art</b> <sup>6</sup> 1000 Fifth Ave. New York, NY 10028	212-535-7710 metmuseum.org	<i>Daniel H. Weiss</i> <sup>7</sup> President, chief executive \$901,671	<b>\$388.5</b> \$398.1	64.7%	3.3%	\$385.3	92.7%
8	<b>New York Blood Center</b> <sup>8</sup> 310 E. 67th St. New York, NY 10065	212-570-3100 nybloodcenter.org	<i>Christopher Hillyer</i> President, chief executive \$1,665,553	<b>\$359.3</b> \$324.5	93.8%	0.1%	\$346.9	1.0%
9	<b>American Jewish Joint Distribution Committee Inc.</b> <sup>9</sup> 220 E. 42nd St. New York, NY 10017	212-687-6200 jdc.org	<i>David Schizer</i> Executive vice president, chief executive \$919,088	<b>\$314.2</b> \$302.2	88.8%	3.5%	\$332.9	79.6%
10	<b>Leukemia &amp; Lymphoma Society Inc.</b> 3 International Drive Rye Brook, NY 10573	914-949-5213 lls.org	<i>Louis J. DeGennaro</i> President, chief executive \$623,559	<b>\$308.0</b> \$248.4	78.7%	13.0%	\$345.3	0.0%
11	<b>Metropolitan Opera Association Inc.</b> <sup>10</sup> 30 Lincoln Center Plaza New York, NY 10023	212-799-3100 metopera.org	<i>Peter Gelb</i> General manager \$1,900,832	<b>\$283.0</b> \$300.1	92.1%	4.0%	\$267.6	46.0%
12	<b>Teach for America Inc.</b> <sup>11</sup> 25 Broadway New York, NY 10004	212-279-2080 teachforamerica.org	<i>Elisa Villaneuva Beard</i> Chief executive \$462,830	<b>\$277.0</b> \$313.5	83.0%	9.4%	\$272.9	73.3%
13	<b>Public Health Solutions</b> 40 Worth St. New York, NY 10013	646-619-6400 healthsolutions.org	<i>Lisa David</i> President, chief executive \$323,899	<b>\$269.4</b> \$240.0	97.6%	0.1%	\$270.4	7.4%
14	<b>Legal Aid Society</b> <sup>6</sup> 199 Water St. New York, NY 10038	212-577-3300 legal-aid.org	<i>Seymour W. James</i> Attorney-in-chief \$246,382	<b>\$268.3</b> \$245.7	94.7%	0.3%	\$265.6	7.0%
15	<b>Wildlife Conservation Society</b> <sup>6</sup> 2300 Southern Blvd. Bronx, NY 10460	718-220-5100 wcs.org	<i>Cristián Samper</i> President, chief executive \$1,320,978	<b>\$243.3</b> \$230.6	90.1%	4.3%	\$251.4	26.9%
16	<b>SCO Family of Services</b> 1 Alexander Place Glen Cove, NY 11542	516-671-1253 sco.org	<i>Keith Little</i> Executive director \$317,956 <sup>12</sup>	<b>\$240.0</b> \$241.9	91.5%	0.5%	\$259.7	4.4%
17	<b>UJA-Federation of New York</b> <sup>6</sup> 130 E. 59th St. New York, NY 10022	212-980-1000 ujafedny.org	<i>Eric S. Goldstein</i> Chief executive \$778,000	<b>\$231.0</b> \$230.4	76.5%	12.5%	\$251.4	83.4%
18	<b>Jewish Board of Family and Children's Services Inc.</b> <sup>6</sup> 135 W. 50th St. New York, NY 10020	212-582-9100 jewishboard.org	<i>David Rivel</i> Chief executive \$358,870	<b>\$217.5</b> \$229.9	90.7%	0.5%	\$226.5	11.3%
19	<b>Project Orbis International Inc.</b> <sup>13</sup> 520 Eighth Ave. New York, NY 10018	646-674-5500 orbis.org	<i>Paul Forrest</i> Chief development officer \$432,983	<b>\$210.5</b> \$164.1	93.6%	4.1%	\$217.3	98.8%
20	<b>Robin Hood Foundation</b> <sup>13</sup> 826 Broadway New York, NY 10003	212-227-6601 robinhood.org	<i>Wes Moore</i> Chief executive n d <sup>14</sup>	<b>\$208.9</b> \$156.0	92.3%	5.3%	\$171.7	98.4%



RANK	ORGANIZATION	PHONE/ WEBSITE	TOP EXECUTIVE/ TITLE/ TOTAL COMPENSATION <sup>1</sup>	TOTAL OPERATING EXPENSES 2017/2016 (IN MILLIONS)	% OF EXPENSES ALLOCATED TO PROGRAM SERVICES	% OF EXPENSES USED FOR FUNDRAISING	2017 TOTAL INCOME (IN MILLIONS)	% OF INCOME FROM PRIVATE SUPPORT <sup>2</sup>
21	<b>Museum of Modern Art</b> <sup>6</sup> 11 W. 53rd St. New York, NY 10019	212-708-9400 moma.org	Glenn D. Lowry Director \$2,243,242	<b>\$206.6</b> \$212.2	94.8%	6.3%	\$454.4	63.9%
22	<b>American Society for the Prevention of Cruelty to Animals</b> <sup>13</sup> 424 E. 92nd St. New York, NY 10128	212-876-7700 aspc.org	Matthew Bershadker President, chief executive \$463,651	<b>\$203.0</b> \$185.1	77.5%	19.8%	\$217.4	90.6%
23	<b>American Museum of Natural History</b> <sup>6</sup> Central Park West at 79th Street New York, NY 10024	212-769-5100 amnh.org	Ellen V. Futter President \$1,053,221	<b>\$192.0</b> \$186.2	82.2%	3.8%	\$192.1	83.6%
24	<b>JDRF International</b> <sup>6</sup> 26 Broadway New York, NY 10004	212-785-9500 jdrf.org	Derek Rapp President, chief executive \$725,000	<b>\$188.8</b> \$184.9	78.9%	13.3%	\$202.3	0.0%
25	<b>YAI Inc.</b> 460 W. 34th St. New York, NY 10001	212-273-6100 yai.org	George D. Contos Chief executive \$544,741	<b>\$188.4</b> \$187.1	87.7%	0.3%	\$195.4	1.0%

**New York area** includes New York City and Nassau, Suffolk and Westchester counties in New York, and Bergen, Essex, Hudson and Union counties in New Jersey. *Crain's New York Business* uses staff research, extensive surveys and the most current references available to produce its lists, but there is no guarantee that the listings are complete. To qualify for this list, organizations must be tax-exempt 501(c)(3) nonprofits with headquarters in the New York area. Universities, colleges, libraries, hospitals, health care institutions, medical practice groups and research institutions are excluded. All information was supplied by the organizations or obtained from the latest available Forms 990 and financial statements. Expense figures shown are total expenses minus interest, depreciation, depletion and amortization. All numbers have been rounded to one decimal place. Percentages and rankings are based on unrounded numbers. n/d-Not disclosed. **1**-Includes compensation, contributions to employee benefit plans and deferred compensation. **2**-Nongovernmental support. **3**-Fiscal year ends Sept. 30. Data from 2016 are shown. **4**-Fiscal year ends Sept. 30. **5**-Fiscal year ends June 30. Data is consolidated for the US Fund for UNICEF and US Fund for UNICEF In-Kind Assistance Corp. **6**-Fiscal year ends June 30. **7**-Appointed in June 2017. **8**-Fiscal year ends March 31. **9**-Some entities are consolidated for the purpose of audited financials and are then deconsolidated for the purposes of the Form 990. **10**-Fiscal year ends July 31. Data from 2016 are shown. **11**-Fiscal year ends May 31. **12**-Little was appointed executive director in Jan. 2018. The compensation listed is for his predecessor, Doug O'Dell. **13**-2016 data shown. **14**-Moore was hired in 2017. Research: Gerald Schiffman

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# Nonprofits use creative methods to identify and serve those in need

For Janet Martin, identifying people in need of help is relatively simple. She is founder of the nonprofit organization Angels in Africa, which focuses on helping impoverished Masai people in Africa. “We work with the poorest of the poor people in Kenya,” said Martin, adding that their needs are evident.

“All you have to do is open your eyes,” she said.

Nonetheless, Martin pays close attention to the messages the community sends as the nonprofit delivers its services. For instance, when she built a small school about 20 years ago, the 12-student endeavor soon began attracting attention from the community. “They wanted to be part of it,” she recalled. In response to their interest, she began expanding the school, which now has 850 students.

“Entire villages will flock to the area where the school is, so they can become part of the community, and kids can get a good education,” she said.

For nonprofits, engaging the communities they serve is critical. No matter how good their programming or services, finding the right way to reach their target clients and deliver services in the most convenient and accessible way for their community can make or break their success in achieving their mission.

Some nonprofits have found that traditional methods of relationship building, like grassroots conversations with members of the community as Angels in Africa does, are highly effective. Other methods include enlisting the support of community leaders, participating in local events such as festivals, where they will get exposure; and engaging local residents as volunteers for hands-on projects or to share their knowledge.

Data-driven ways to identify those in need are also popular. Ninety percent of nonprofits collect data, and 40% of nonprofit professionals use data to make decisions, according to research firm everyaction, a provider of customer relationship management software to nonprofits and the educational community. One creative example is by Polaris, an organization that fights human trafficking. Using data from calls to its telephone hotline, Polaris creates a map of locations where human trafficking has been reported, enabling affected communities to respond.

Children’s Aid, a private child-welfare group headquartered in New York City, is also among those nonprofits increasingly turning to data. It has, for instance, turned to formalized screening of the young people it serves to identify those in need.

“In recent years, the medical community has been more keenly focused on understanding the social determinants of health, which are economic and social conditions in the environments in which people live, learn, work and play that affect a wide range of health and quality-of-life outcomes,” noted Anthony Ramos, vice president of marketing and communications at Children’s Aid. “Children’s Aid decided to incorporate screening for food insecurity—a social determinant of health—into every ‘well child’ visit at our health centers for families with children age 6 and under.”

Through the use of health screening, Children’s Aid was able to uncover information that some of the families involved might have otherwise been reticent to share. “We found that an alarming 12% of families lacked adequate food resources and were going hungry, and we believe that number could actually be higher if we account for families who may have withheld information during the screening,” said Ramos. “Health care staff were then able to connect those families with resources to ensure the family was well fed and the kids could get to school and continue to learn and grow.”

Using digital tools to reach those in need is also helping many nonprofits engage with people who need their services. Social media is playing an important role, with many nonprofits now designating someone on their team to formally guide their social media efforts, on either a part-time or full-time basis, the research found. Nonprofits such as the United Nations Children’s Fund are particularly active users of sites such as Twitter and Facebook to raise their public profile.



Angels in Africa found that members of its community were so happy with a dorm for girls at its school that it added one for boys, too.

But for many nonprofits, conversations with people who need services ideally continue long after initial contact. Setting up structured channels for ongoing communication and service delivery can also be very important.

One growing area of service delivery is through mobile apps. About half of charities in the U.S. and the U.K. have mobile apps designed for their beneficiaries. The Salvation Army is one example. It provides real-time updates on mobilization activities, coaching and community prayer.

Nontechnical approaches can be just as effective in keeping the lines of communication and service delivery open. Angels in Africa, for instance, relies on a formal school committee to provide input from parents. “They elect the people they would like to have on the committee, which helps plan the direction of the school,” Martin said.

Ideas submitted by the committee have resulted in the hiring of a chef to prepare meals for children at the school and a student farm, which raises staple foods such as beans, corn, tomatoes and kale.

“All of the kids at the school will end up working on the farm, planting and harvesting the crops,” said Martin. “Extra food will go into the kitchen.”

Another initiative the committee suggested was the building of a girl’s dormitory. Walking home in the evenings, many of the girls at the K-8 were unsafe. “So many would be taken or attacked,” said Martin. “It was very dangerous for them.”

The resulting girls’ dorm now sleeps 400 students. A boy’s dormitory followed. Students live in the dorms during three trimesters, with month-long breaks three times a year to return to living at home with their families, most of whom live three to four miles away from the school.

Angels in Africa also actively makes efforts to extend the relationships it has with children and their families beyond the time the children attend its schools. Once kids finish 8th grade, promising students are often invited to go to high school, which comes with fees that many families cannot afford. Angels in Africa is currently paying for 125 students to attend high school. If a student does well, the charity sends them to a university. Currently, there are 12 graduates from Angels in Africa schools, in college, said Martin.

“It warms your heart when you see that such a little bit of money and effort can make such a big difference,” said Martin.

# Angels In Africa

## What We Do:

First we feed their bodies, then we feed their minds. It is the only path to self-sustainability.

By providing the basic life essentials of food, water, clothing, and shelter to sustain our women and children, then empowering them with an excellent education, Angels in Africa is changing the way the Masai are regarded in Kenyan culture. We give them something that most people take for granted—we give these people HOPE.

We currently have 850 students in our K-8 boarding school and also support 125 students in high school and 12 students in university.

Many of these poorest of the poor go on to become doctors, lawyers, nurses, accountants, and teachers.

All of them give back to their community in the most meaningful ways!

## How You Can Help:

1. Please visit our website at [AngelsinAfrica.org](http://AngelsinAfrica.org).
2. Watch our videos and see for yourself how HOPE can change people.
3. Realize that 100% of all donations go towards our projects. There are no employees and no administrative costs come out of donations.
4. Happily decide to make a donation!
  - A donation of \$200 supports a student in our primary school for 1 year.
  - A donation of \$500 sponsors a student in a neighboring high school for 1 year.
  - A donation of \$1,000 pays for an entire year of tuition, room and board at a university in Nairobi for 1 year.
  - A donation of any amount provides books, uniforms, shoes, and school supplies for our students.
5. Think about joining us with your high school aged student for a good-will mission to Kenya. A life-altering experience! Email for more details: [JanetMartinUSA@gmail.com](mailto:JanetMartinUSA@gmail.com)

### Fast Facts:

**Organization:** Angels In Africa, Inc.

**# Employees:** volunteers

**Revenue:** \$400,000 annually

335 Madison Ave., 24th Floor  
New York, NY 10017  
[AngelsInAfrica.org](http://AngelsInAfrica.org)

**Please join Angels in Africa in bringing HOPE to some of the poorest people in the world!**



Help us support and educate women and girls to be agents of change in an emerging Kenyan Masai society.

Asante Sana!

[www.AngelsInAfrica.org](http://www.AngelsInAfrica.org)





## Children's Aid

### What We Do:

Imagine a world where children growing up in poverty aren't defined by their surroundings and have limitless opportunities. At Children's Aid, we have built a comprehensive network of services to make that vision a reality for nearly 50,000 children, youth, and their family members in four of New York City's most under-resourced communities. We know what it

takes for young people to learn in the classroom and beyond, to grow healthy and strong, and to become leaders of their own lives. Whether it's getting kids ready for kindergarten or college, building healthy lifestyles or strong families, one of our 100+ programs will serve as the next step in breaking the cycle of intergenerational poverty.

### How You Can Help:

Join the Children's Aid family by making a tax-deductible gift today, supporting our youth as they build successful, independent lives. You're also invited to join us at our annual benefit in the Ziegfeld Ballroom, and to

participate in our NYC Marathon Team and our Golf Classic at the world-famous Baltusrol Golf Club. For those looking for exciting corporate partnership opportunities, there are a wide variety of options, including workplace fundraisers, holiday drives, and matching gifts programs. Companies who commit to supporting Children's Aid also have access to our meaningful volunteer opportunities for groups of all sizes, which range from one-day excursions, such as beautifying a site, to longer-term investments such as mentoring and ongoing tutoring programs. Our Associates Council is also a great option for young professionals looking to become the next Children's Aid leaders, which is an active and supportive community of early- and mid-career change-makers who plan fundraising events and volunteer with our children, and make lasting connections with like-minded colleagues. And as a recent winner of the Nonprofit Excellence Awards, you know that your generosity—in any and all forms—is supporting the highest-quality interventions in young people's lives, ensuring our next generation can achieve anything.

#### Fast Facts:

**Organization:** Children's Aid

**# Employees:** 2,322

**Revenue:** \$134,407,048

**Year Founded:** 1853

711 Third Ave., Suite 700  
New York NY 10017  
[ChildrensAidNYC.org](http://ChildrensAidNYC.org)

**Visit [ChildrensAidNYC.org](http://ChildrensAidNYC.org) for more information**



**Children's Aid**  
Every step of the way

We are on a mission to ensure  
that there are no limits to our  
children's potential.

**LEARN  
GROW  
LEAD**

[www.ChildrensAidNYC.org](http://www.ChildrensAidNYC.org)



# The Art of Problem Solving Initiative, Inc.

## What We Do:

Bridge to Enter Advanced Mathematics (BEAM) creates realistic pathways for underserved students to become scientists, mathematicians, engineers, and computer scientists. Starting in 6th grade and continuing through college, our students learn advanced math, find a community of friends who love math, and develop the social-emotional skills to succeed at the same programs attended by more affluent students.

At BEAM, math is fun, engaging, exciting, and deep. Students attend intensive

middle school summer programs where they study advanced topics (such as number theory, astronomy, combinatorics, and programming—which they might not otherwise study until college) and then receive follow up through weekend enrichment classes, individual guidance, and mentoring throughout 8th grade and high school. BEAM's students are admitted into top high schools across the city (including the specialized schools such as Stuyvesant and Bronx Science), attend excellent high school summer programs for advanced study, and continue on to top colleges to major in STEM.

## How You Can Help:

Over 50% of BEAM's annual funding comes through individual donors. To support the organization's recent growth, the board of directors has put forth a match: all new or increased donations through 12/31/2018 will be matched at a rate of 2.14:1, so that each \$1 donated becomes \$2.14 of impact, up to a total of \$275,000.

Corporate sponsors can support tables at our events, including our annual Slightly-Mathy Trivia Night in late October.

BEAM also welcomes volunteers to work with students on everything from math to college essays. Individuals may apply at [www.beammath.org/volunteer](http://www.beammath.org/volunteer). Companies interested in exploring a partnership should reach out to [info@beammath.org](mailto:info@beammath.org) or by calling (888) 264-2793.

**For more information about BEAM, view our annual report at [www.beammath.org/summer-report](http://www.beammath.org/summer-report) or reach out to [info@beammath.org](mailto:info@beammath.org).**

### Fast Facts:

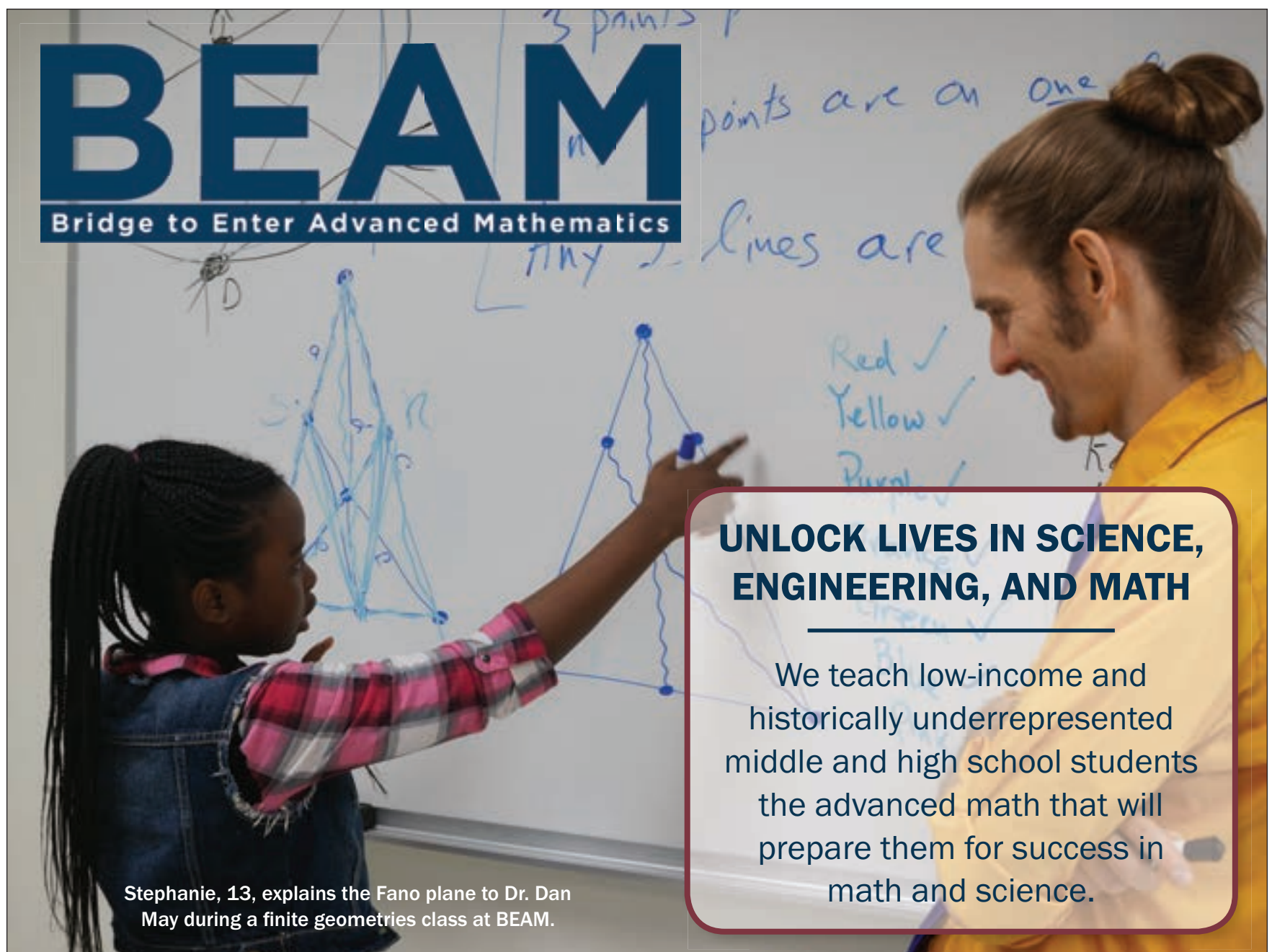
**Organization:** The Art of Problem Solving Initiative, Inc.

**# Employees:** 25

**Revenue:** \$3,507,974

**Main Initiative:** Bridge to Enter Advanced Mathematics (BEAM)

55 Exchange Place, Suite 603  
New York, NY 10005  
[beammath.org](http://beammath.org)



**BEAM**  
Bridge to Enter Advanced Mathematics

**UNLOCK LIVES IN SCIENCE, ENGINEERING, AND MATH**

We teach low-income and historically underrepresented middle and high school students the advanced math that will prepare them for success in math and science.

Stephanie, 13, explains the Fano plane to Dr. Dan May during a finite geometries class at BEAM.



# Educational Alliance

**Who We Are:**

Educational Alliance brings together and partners with diverse communities in Lower Manhattan, offering individuals and families high-quality, multi-generational programs and services that enhance their well-being and socioeconomic opportunities. A historically Jewish organization, we have dedicated ourselves to improving the lives of all New Yorkers since 1889. Through our network of community centers on the Lower East Side and in the East Village we provide dynamic programs that center on education, health and wellness, arts and culture, and civic engagement, which serve the needs of people at all stages of their lives. We are a place where everyone is welcome and where progress is powered one relationship at a time.

**How You Can Help:**

A gift to Educational Alliance enables us to impact the lives of 50,000 New Yorkers annually. We invite individuals, foundations, and corporations to support our mission and services. Educational Alliance is a Charity Navigator Four-Star Organization, so you can trust your contribution has maximum impact on the people we serve and that our work with our partners is transparent and accountable.

You can improve the lives of New Yorkers by making a financial contribution, taking advantage of our volunteer opportunities, or developing a corporate partnership with Educational Alliance. Financial donations may support our

general operating expenses or be designated for specific purposes, like support of our dynamic teen center, innovative older adult services, or unique, community-based addiction recovery programs. Volunteer opportunities for individuals and groups allow you to work side-by-side with our talented staff and the people we serve, like the over 1,000 students in our community schools. Corporate partnerships—such as the ones we’ve developed with Morgan Stanley, Gap Inc., and ConEdison—help organizations positively impact their communities in ways that align with their missions.

**Fast Facts:**

**Organization:** Educational Alliance

**# People Served:** 50,000 New Yorkers annually

**Revenue:** \$47,492,000

**Year Founded:** 1889

197 East Broadway  
New York, NY 10002  
[edalliance.org](http://edalliance.org)

**For more information about Educational Alliance, visit us online at [edalliance.org](http://edalliance.org) or contact us at [info@edalliance.org](mailto:info@edalliance.org).**



Educational Alliance brings together and partners with diverse communities in Lower Manhattan, offering individuals and families high-quality, multi-generational programs and services that enhance their well-being and socioeconomic opportunities. Since 1889, we have dedicated ourselves to improving the lives of all New Yorkers through our network of community centers on the Lower East Side and in the East Village, whose programs center on education, health and wellness, arts and culture, and civic engagement and serve the needs of people at all stages of their lives. We are a place where everyone is welcome and where progress is powered one relationship at a time. **For more, visit [edalliance.org](http://edalliance.org).**

# Nonprofits fight income inequality through education

Students in affluent communities who love science and math often get a head start exploring their passions, participating in school science fairs and after-school enrichment programs from an early age. But in disadvantaged school districts, these resources don't always exist, and students must rely on classroom teaching alone.

That can leave lower-income children struggling to catch up if they decide to continue to study subjects later on, especially if instruction is lacking. "In college, they find they are not prepared for the level of the work; and their peers, who have this extra prep, will do much better," said Daniel Zaharopol, executive director of The Art of Problem Solving, a nonprofit based in New York City and Los Angeles.

The Art of Problem Solving aims to help close the gap through its program Bridge to Enter Advanced Mathematics (BEAM), which Zaharopol founded. BEAM brings advanced enrichment learning in math to low-income students.

The program starts the summer after sixth grade, when students who apply can attend a five-week program taught by both college professors and high-school students in New York City. The fast-growing program currently serves 200 students in the city.

"We're not just giving them the academic preparation but also building a community," said Zaharopol. "They are meeting other kids like them who are really interested in math and really serious about pursuing their academics."

The Art of Problem Solving is one of a number of nonprofits bringing extracurricular programs that lower-income students rarely have access to, to families of modest means.

Researchers have found that a lack of enrichment programs can have a big effect on students' future. According to a recent study by the Annenberg Institute for School Reform, "A growing body of research demonstrates that participation in organized activities outside the classroom helps cultivate the skills, habits, connections, and knowledge that prepare children for lifelong success: academic success in school, graduating from high school, going to college, getting a job, and participating in civic life." Studies also show that students who earn a postsecondary degree have a better chance of earning a middle-class income than those who don't.

Such gaps can contribute to income inequality, a pervasive problem throughout the country. The top 1% of earners in the U.S. averaged 26.3 times the income of the remaining 99%, according to a report released in 2018 by the Economic Policy Institute.

In New York City, income inequality is particularly pronounced. In 2014, the top 0.1 percent of earners brought in nearly 24% of the total income in the city, while 50% of earners brought in 7.4% of the city's total income, according to a report by the city's Independent Budget Office.

Income inequality is a complex problem that isn't easy to solve, but nonprofits are finding they can make a difference by offering programs that bolster students' knowledge and performance throughout the years they spend in school.

BEAM, for instance, doesn't stop at sixth grade. In seventh grade, students

attend a series of challenging math programs throughout the year, including a three-week, application-only program during the summer at Bard College or Union College. After that, there is a Saturday program for 8th through 12th grades. Along the way, the program helps students with other aspects of their academic careers, including gaining entry to New York City's top public schools, known for their academically challenging programs.

Ultimately, the enrichment programs are aimed at helping them succeed when they enter the workforce, notes Zaharopol. "It gives them the pathways to much higher-paying careers," he said.

As mentioned however, the causes of educational and income equality are complex, and the need for solutions extends beyond schools.

The Educational Alliance, based on the Lower East Side of Manhattan, works with both students and their parents to help make educational opportunities more accessible and brings together both low-income families and middle-class residents of the city through its programs. The organization runs a network of community centers on Manhattan's Lower East Side and in the East Village.

The nonprofit's Teen Center has in recent months introduced programs such as a fashion studio, where students work with instructors from the Fashion Institute of Technology, and has teamed up with a computer programming company to offer workshops to teach them how to design video games, including those that include virtual reality.

"These kids are now getting a chance to do things that their public schools are not giving them a chance to do," said Alan van Capelle, president and CEO.

The Educational Alliance, also offers early childhood education. It was home to one of the first Head Start programs to open when the government program was introduced by the U.S. Department of Health and Human Services in 1965. As the children participate, their parents are invited to take part in English-as-a-second-language programs and take community college classes in partnership with City University of New York. Parents can also take a financial literacy course.

"We believe this two-generation approach to education is not only going to have long-term benefits for their academic progress but also finally give them a leg up into the middle class," said van Capelle.

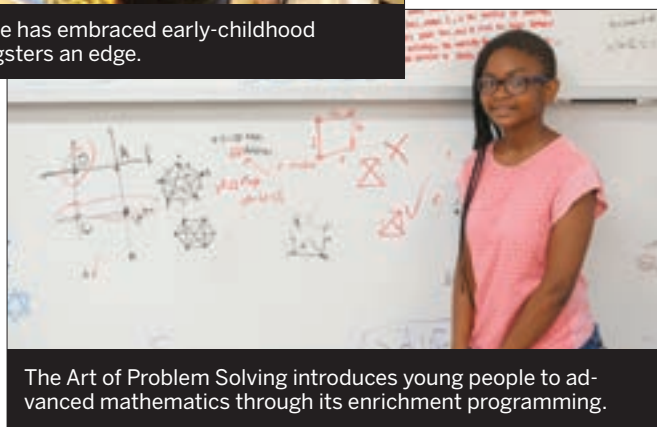
The Educational Alliance has made an effort to ensure that its learning centers are more attractive than the typical one offered in programs for low-income students.

"If you walked into any of our community centers, everything is clean and beautiful," said van Capelle. "There is a heavy emphasis on customer service. We believe the folks walking in our doors are customers with agency to shop for service."

The Alliance's efforts extend beyond education to helping clients build networks of friends and neighbors to aid them in creating social capital that contributes to success.



The Educational Alliance has embraced early-childhood education to give youngsters an edge.



The Art of Problem Solving introduces young people to advanced mathematics through its enrichment programming.



# Hitting a high note

After a 25-year slide, the opera business has found its voice again. One New York company epitomizes the turnaround **BY AARON ELSTEIN**

**THE YEOMEN OF THE GUARD:**  
Abigail Benke and Matthew  
Wages of New York Gilbert &  
Sullivan Players

Some go to the opera out of a sense of social obligation or curiosity. Others go for that moment when the body and mind of everyone in the theater meld.

"Sometimes the whole audience starts breathing in sync with the singer," said Peter Szep, a conductor and co-founder of the New York Opera Alliance. "That's when you've really hit it."

The New York Gilbert & Sullivan Players really hit it last month at a performance of *The Yeomen of the Guard*. With the backing of a 27-piece orchestra and a 16-member chorus, James Mills and Laurelyn Watson Chase sang and danced their way through the exquisite duet "about a merryman, moping mum/Whose soul was sad and whose glance was glum/Who sipped no sup and who craved no crumb/As he sighed for the love of a lady." When the duo finished "I Have a Song to Sing, O," the crowd exhaled, then exulted in delight.



"I've heard for 30 years that the audience is dying out—and it isn't true," said Albert Bergeret, the company's founder, artistic director, orchestra conductor, set designer, warehouse manager and truck driver. "At some point in people's lives, they get to where the classics become more meaningful to them."

The Gilbert and Sullivan troupe started in 1974 with a performance on an Upper West Side street corner and a \$25 budget. It has become a fixture of the New York theater scene, staging three shows a year here, regularly touring and cobbling together more than \$1 million in annual revenue.

But the company hit a discouraging low point three years ago, when it was forced to cancel performances of its perhaps most beloved opera, *The Mikado*, after critics took to social media to accuse the show—written by two Englishmen in 1885—of being a racist caricature of Japan. *The New Yorker* lamented that the place of Gilbert and Sullivan operas in 21st-century theater was "tenuous ... for all their delights."

Bergeret's company, commonly known as Nygasp, responded to the criticism by reimagining *The Mikado*'s costumes, deleting some words and choreography, and adding a prologue to demonstrate that the wacky story is a fantasy of its Victorian creators. The



**WANNEN AND NYGASP** course-corrected in the wake of online controversy for dated content in *The Mikado*.

**"IF YOU DON'T LIKE GILBERT AND SULLIVAN, IT'S PROBABLY BECAUSE YOU HAVEN'T SEEN MY COMPANY DO IT"**

stakes were huge for the company, which counts on big crowds for *The Mikado* and a few other marquee shows to support its mission to perform all 13 of W.S. Gilbert and Arthur Sullivan's operas.

Fortunately, audiences and critics approved of the new production when it debuted in New York two years ago, and Nygasp is planning to take it on

the road in the spring, including to the Pacific Northwest, where the controversy originated.

"This is not entirely by chance," Executive Director David Wannen said. "We are very pleased the tour has been given support by Asian-American communities on the West Coast."

The return of *The Mikado* by the nation's leading Gilbert and Sullivan company is one of many optimistic notes in the world of opera, which is finally showing evidence of reversing a 25-year decline on the business side.

#### Nascent recovery

In September the National Endowment for the Arts reported that the number of adults who attended an opera in the past year rose for the first time since 1992. It wasn't a huge increase, to 2.2% of the population from 2.1%, but the data yielded some hopeful trends. For instance, the number was 2.7% for adults ages 35 to 44, up from 1.2% in 2012, a sign audiences are getting younger.

The healthy economy has helped lift ticket sales, and foundations and private donors are flush after the nine-year-long bull market on Wall Street. The number of small opera companies in New York has doubled in the past five years to nearly 100.

"There's a real grassroots movement of 'Let's get

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out there and do a show,” said Szep, whose group is a member organization of opera companies.

Still, the opera business is a long way from living happily ever after. While more people are giving it a try, fewer than 20% of first-time goers return within a year, according to a 2011 study by Elliot Marketing Group, a firm that helps arts organizations. The usual explanation is that folks are too ensconced in their smartphones and Netflix for a night out, but that only goes so far. Marc Scorca, chief executive of Opera America, a research and advocacy nonprofit, observed that restaurants have emerged as serious competitors for people’s leisure and entertainment dollars.

“The frequency of opera attendance has diminished,” Scorca said. “That’s the challenge.”

Nygasp certainly isn’t immune from everything ailing opera, but it deals with the situation better than most by offering a specific repertory that draws a loyal audience. Ticket sales account for about 70% of its budget—unusually high in a business where their share can be as little as 20%.

But it isn’t enough anymore to put on fully staged productions of Gilbert and Sullivan shows for people who can (and do) passionately discuss whether *Iolanthe* is better than *The Mikado*. (It is.) In recent years Nygasp has created a revue featuring Gilbert and Sullivan and Broadway standards, called *I’ve Got a Little Twist*, and next spring it will produce a double bill consisting of a seldom-seen show written by Gilbert and a different British composer and a second by a pair of contemporaries. Next year it plans to launch an interactive version of *The Pirates of Penzance* aimed at young audiences.

“As a child I enjoyed these shows one way, and as an adult I understood the satire,” said Nygasp Chairman James Lessersohn, a former New York Times Co. executive. “Gilbert and Sullivan grows up with you.”

### Midtown nerve center

The Metropolitan Opera is of course New York’s premier stage for grand opera, but the place that helps make opera grand everywhere else is located in a converted Garment District fur factory on Seventh Avenue. That’s where Opera America opened its National Opera Center in 2012, and 80,000 singers visit every year to rehearse, record and audition.

“We are the collective backstage of the opera industry,” Scorca said. “Thank goodness we signed a lease when the market was down in 2010.”

Yet all the vitality can’t mask the fact that New York’s leading opera institutions are struggling. The Met has not consistently filled its 3,786-seat theater for a long time, and Moody’s downgraded its debt in May, citing declining subscriptions and “very thin liquidity.” New York City Opera is regaining its bearings after coming out of bankruptcy two years ago, while innovative upstarts such as Gotham Chamber Opera have flamed out.

The high-water mark for New York opera, from a business perspective, was probably when Lincoln Center opened in 1966. For decades seats were filled by generations of New Yorkers who’d been exposed to opera as part of the public school curriculum, and Gilbert and Sullivan productions were a big part of that. Indeed, in the 1960s it



**EXIT STAGE LEFT?** Nygasp’s jack-of-all-trades founder, Bergeret, has no immediate plans to retire.

was assumed that teenagers would get the joke when *Mad* magazine depicted President John F. Kennedy singing, “I tousled up my hair so careful-lee/That now I am the leader of the whole coun-tree!”

But in the 1980s Gilbert and Sullivan began to disappear from school auditoriums as government funding for the arts slowed. In 1996 the NEA’s funding was slashed by nearly 40% after congressional Republicans, led by House Speaker Newt Gingrich, shut down the government twice during a budget battle with President Bill Clinton. During the shutdown, with the White House short-staffed, intern Monica Lewinsky delivered a pizza to the Oval Office, unleashing a series of events that led to an impeachment trial on the floor of the U.S. Senate. Chief Justice William Rehnquist donned robes styled like those worn by the Lord Chancellor in *Iolanthe*—a less-than-subtle nod to the farcical nature of the proceedings.

Meanwhile, the NEA’s budget is two-thirds lower than in 1980 after adjusting for inflation.

Still, Gilbert and Sullivan managed to remain on the radar, thanks in part to the Public Theater’s version of *The Pirates of Penzance*, a Broadway hit that was made into a 1983 movie starring Kevin Kline and Linda Ronstadt. The last big Gilbert and Sullivan pop-culture moment came when Sideshow Bob was persuaded to sing “H.M.S. Pinafore” instead of killing Bart in a 1993 episode of *The Simpsons*. At the same time, opera audiences peaked nationally at 3.3% of adults, then began their long decline.

Nygasp wobbled financially in the early 1990s but recovered. Bergeret has put together a superb ensemble of singers and musicians, some who have been part of the company for more than 30 years. Bergeret’s wife designs many of the costumes, and at least eight company members have married each other.

The troupe treats the operas respectfully but not reverentially, and performers usually slip in an ad lib or two, something that’s been done since

the shows were written. At a *Pinafore* performance last year, Mills scored a big laugh when he said it was time to “Make America Great Britain again.”

“If you don’t like Gilbert and Sullivan,” Bergeret said, “it’s probably because you haven’t seen my company do it.”

### New business model

Wannen, a Nygasp singer with a post-baccalaureate from Columbia Business School, was put in charge of the business side in 2006 so leadership wouldn’t be a one-man band. The first order was to do more fundraising, which accounted for only about 15% of revenue (“Albert would always say, ‘I’d rather sell you a ticket than ask for a donation,’” Wannen said). The company wants to do more children’s theater, not only to build the next generation of audiences but also to attract support from foundations, which often ask nonprofits about their outreach programming.

The company recently moved into the 634-seat Kaye Playhouse on the Upper East Side after performing for many years at City Center, which has 2,257 seats, because a full house has a better vibe than a bigger, half-empty one.

Nygasp expects to lose a little money on its New York shows because of the costs here of rent, advertising and unionized singers, musicians and stagehands, but it usually makes up the difference from touring and contributions. Supporters who give at least \$100 get their name printed in the program, while \$1,500 gets individual donors listed on Carnegie Hall’s website. But Lessersohn does not bewail the lack of a sugar daddy. “There’s no cosmic rule saying we get one,” he said.

Wannen said Nygasp’s revenue last year was approximately \$1.1 million, about \$60,000 more than forecast, with net income of \$27,000—thanks in no small part to several large donations.

The board aspires to have donations make up half of revenue. That requires assuring potential benefactors that the company will survive Bergeret, its jack-of-all-trades founder, who is 70. A five-year succession plan has been mapped out, but Bergeret insists he isn’t going anywhere soon. “There are those who want me to plan for it,” he said.

Whenever he exits the stage, he won’t miss the cheers so much as the guffaws when the humor of Gilbert and Sullivan lands just right.

“Applause is good,” Bergeret said, “but give me a laugh.” ■



## OF NOTE

# 2.7%

**SHARE** of adults 35 to 44 who saw an opera last year, up from 1.2% in 2012

# 100

**NUMBER** of small opera companies in NYC, twice as many as five years ago

# \$27K

**NET INCOME** of Nygasp last year on revenue of \$1.1 million



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Notice of Qualification of SOY PARK VIEW LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 10/05/18. Office location: NY County. LLC formed in Delaware (DE) on 10/02/18. Princ. office of LLC: 888 Seventh Ave., 3rd Fl., NY, NY 10106. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co. (CSC), 80 State St., Albany, NY 12207-2543. DE addr. of LLC: CSC, 251 Little Falls Dr., Wilmington, DE 19808. Cert. of Form. filed with DE Secy. of State, Div. of Corps., John G. Townsend Bldg., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity

Notice of formation of We Sing For The World, LLC. Arts. of Org. Filed with Secy of State of NY (SSNY) on 4/2/18. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to 3200 Broadway, 3E, NY, NY 10027. Purpose: any lawful act.

NOTICE OF FORMATION of Imian 128-130 LLC. Art. of Org. filed with the Secy of State of NY (SSNY) on 9/12/18. Off. Loc.: New York County. SSNY has been desig. as agent upon whom process against it may be served. The address to which the SSNY shall mail a copy to is: c/o Imian Management LLC, 14 West 23rd St., 4th Fl, New York, NY 10075. Purpose: Any lawful act .

Notice of Qualification of KOI ESPORTS, LLC Appl. for Auth. filed with Secy. of State of NY ("SSNY") on 10/4/18. Office location: NY County. LLC formed in Delaware ("DE") on 8/31/18. Duration of LLC is perpetual. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to National Registered Agents, Inc. at 111 Eight Ave. - 13th Floor New York, New York 10011. Name and address of managing member available from SSNY. DE address of LLC: National Registered Agents, Inc. at 160 Greentree Dr., Ste 101 Dover, DE 19904. Cert. of Form. filed with Secy. of State, Div. of Corps., 401 Federal St., Ste. 4, Dover, DE 19901. Purpose: Any lawful activity.

This is notice of formation of DN Daniele Nunes LLC with Article of Organization filed with the Secretary of State NY on 09/06/2018. Office location in New York County. The principle address of the business and of registered agent is 239 E 58th Street, 3H, New York, 10022.

ELEV8 CONCEPTS, LLC. Art. of Org. filed with the SSNY on 10/2/2018. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, 105 Chambers Street, Unit 3A, New York, NY 10017. Purpose: Any lawful purpose.



Notice of formation of off-vintage, LLC. Arts. of Org. filed with Scy of State of NY (SSNY) on 8/20/18. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to 180 Water St., NY NY 10038. RG Agent: US Corp Agents Inc. 7014 13th Ave, #202, BY, NY 11228. Purpose: any lawful act.

Notice of Formation of Limited Liability Company (LLC). NAME: Aliyah Group LLC. - Articles of Organization filed with the Secretary of State of New York (SSNY) on 12/22/2017. Office location: Bronx County. SSNY shall mail a copy of process to: The LLC, 2507 Lodovick Ave, Bronx NY 10469. Purpose: Any lawful purpose.

Notice of Qualification of 812 Amsterdam Member LLC. Authority filed with NY Dept. of State on 9/6/18. Office location: NY County. Princ. bus. addr.: 511 Canal St., 6th Fl., NY, NY 10013. LLC formed in DE on 8/31/18. NY Sec. of State designated agent of LLC upon whom process against it may be served and shall mail process to: Cogency Global Inc. (CGI), 10 E. 40th St., 10th Fl., NY, NY 10016. DE addr. Of LLC: CGI, 850 New Burton Rd., Ste. 201, Dover, DE 19904. Cert. of Form. filed with DE Sec. of State, 401 Federal St., Dover, DE 19901. Purpose: any lawful activity.

Glass Door Capital 718, LLC. Art. of Org. filed with the SSNY on October 10, 2018. Office: New York County. SSNY designated as agent of the LLC upon whom process against it may be served. SSNY shall mail copy of process to the LLC, 152 Marion Street, Staten Island, NY 10310. Purpose: Any lawful purpose.

Notice of Formation of Analytics Hall of Fame LLC. Arts of Org. filed with Secy of State of NY (SSNY) on 9/5/18. Office location: NY County. SSNY designated agent whom process may be served and shall mail copy of process against LLC to 319 W 18th St, Apt 5C, NY, NY 10011. RG Agent: US Corp Agents, Inc. 7014 13th Ave, #202, BK, NY 11228. Purpose any lawful act.

Notice of formation of Teabags for Teacups, LLC. Arts. of Org. filed with the Secy of State of NY (SSNY) on 08/17/2018. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail any process to: THE LLC, 250 East 73rd Street, Ste. 12E, New York, New York 10021. Purpose: any lawful activity.

Notice of Formation of Modify Films, LLC Arts of Org filed with Secy of State of NY (SSNY) on 9/7/2018. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Robert Mead, 65 Central ParkWest #3E NY NY 10023 Purpose: any lawful act or activity

Small Agency LLC. Art. of Org. filed with SSNY 10-01-18. Office Location: NY County. SSNY designated as agent of the LLC for service of process. SSNY shall mail a copy of any process to c/o The LLC, 75 Wall St., 24M, NY, NY 10005. Purpose: Any lawful act or activity.

Notice of Formation of Limited Liability Company (LLC). NAME: Shingo Property LLC. - Articles of Organization filed with the Secretary of State of New York (SSNY) on 08/15/2018. Office location: Bronx County. SSNY shall mail a copy of process to: The LLC, 2851 E195 Bronx, NY 10461. Purpose: Any lawful purpose.

COMMUNITY CARE IPA, LLC filed Arts. of Org. with the SSNY on 10/15/18. Office location: New York County. SSNY has been designated as agent of the LLC upon whom process against it may be served and shall mail process to: The LLC, 80 State St., Albany, NY 12207. Purpose: any lawful act.

Notice of Formation of CanaCover LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 10/09/18. Office location: NY County. Princ. office of LLC: Mark E. Freitas, c/o Mark Edward Partners LLC, 505 Park Ave., NY, NY 10022. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to the LLC at the addr. of its princ. office. As amended by Cert. of Amendment filed with SSNY on 10/12/18, name changed to SBMEP LLC. Purpose: Any lawful activity.

Notice of Qualification of ARE-PROJECT MANAGER, LLC Appl. for Auth. filed with Secy. of State of NY (SSNY) on 10/09/18. Office location: NY County. LLC formed in Delaware (DE) on 09/28/18. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Corporation Service Co. (CSC), 80 State St., Albany, NY 12207-2543. DE addr. of LLC: c/o CSC, 251 Little Falls Dr., Wilmington, DE 19808. Cert. of Form. filed with Secy. of State of State DE, 401 Federal St., Dover, DE 19901. Purpose: Any lawful activity.

NOTICE of FORMATION OF ANNEJMILLERMD LLC. Arts. Of Org. filed with Secy of State of NY (SSNY) on Oct. 30, 2018. Office location: NY County. SSNY designated agent upon whom process may be served and shall mail copy of process against LLC to 151 W86th St, Apt 9D, NY, NY 10024. Purpose: any lawful act.

One Pediatrics (NY) PLLC Arts of Org. filed SSNY 9/17/18. Office: NY Co. SSNY design agent of PLLC for process & shall mail to 180 West 80 St Ste. 214 New York, NY 10024 General Purpose

NOTICE OF QUALIFICATION of Integro Insurance Brokerage Services, LLC. Application for Authority filed with the Secretary of State of New York (SSNY) on 10/19/2018. Office location: NEW YORK County. LLC formed in DE on 9/18/2018. SSNY has been designated as an agent upon whom process against it may be served. The Post Office address to which the SSNY shall mail a copy of any process against the LLC served upon him/her is: c/o Gary T. Harker, Esq. 6 Clement Ave, Saratoga Springs, NY 12866. The principal business address of the LLC is: 1 State Street Plaza, 9th Floor, New York, NY 10004. DE address of LLC is: 1201 N. Orange Street, Suite 710, Wilmington, DE 19801. Certificate of LLC filed with Jeffery W. Bullock, DE Secretary of State, located at: 401 Federal St #4, Dover, DE 19901. Purpose: Insurance sales and services.

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Notice of Formation of 114 EAST 62ND, LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 09/25/18. Office location: NY County. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to c/o Margot Berg, 215 E. 80th St., Apt. 7J, NY, NY 10075. Purpose: Any lawful activity.

NOTICE OF FORMATION OF Context Is King Music LLC. Articles of Organization filed with the Secretary of State of NY (SSNY) on 8/23/18. Office location: NEW YORK County. SSNY has been designated as agent upon whom process against it may be served. The Post Office address to which the SSNY shall mail a copy of any process against the LLC served upon him/her is: 151 Spring St #3, New York, NY 10012. The principal business address of the LLC is: 151 Spring St #3, New York, NY 10012. Purpose: any lawful act or activity

Notice of Formation of ROCKAWAY SOUTH CLASS B, LLC Arts. of Org. filed with Secy. of State of NY (SSNY) on 10/10/18. Office location: NY County. Princ. office of LLC: 60 Columbus Circle, NY, NY 10023. SSNY designated as agent of LLC upon whom process against it may be served. SSNY shall mail process to Corporation Service Co., 80 State St., Albany, NY 12207-2543. Purpose: Any lawful activity.

Formation of ESPR, LLC filed with the Secy. of State of NY (SSNY) on 10/09/18. Office loc.: NY County. SSNY designated as agent of LLC upon whom process against it may be served. The address SSNY shall mail process to Eliot Sloane, 2109 Broadway, Unit 10-18, New York, NY 10023. Purpose: Any lawful activity.





**Gail Andersen**, the association's board chairwoman, and **Susan Dickinson**, chief executive, took part in the event, Hope Rising, which drew more than 500 guests.

## Searching for a cure for dementia

The Association for Frontotemporal Degeneration held its third annual benefit—its largest to date—Oct. 17 at the Pierre Hotel. It raised \$1.9 million for research and support for those with the disorder. Frontotemporal degeneration is the most common cause of dementia in people younger than 60. Renée Elise Goldsberry performed at the event.



**Sylvia Mackey**, widow of former NFL tight end John Mackey, with **Benjamin Hazel**, internal client adviser at JP Morgan Chase & Co. In a 2011 obituary, *The New York Times* wrote that "John Mackey became the Lou Gehrig of football: a legend defined by his demise" from dementia.

## Aid for the vulnerable



Her Justice held its 25th anniversary Power of Pro Bono party Oct. 10, raising \$221,000 to provide free legal help to women living in poverty. Lawyer **Lauren Lee** and **Julie Chi** represented the Korean American Family Services Center at the dinner.

## Combining forces for cardiac care



The Brooklyn Hospital Center held its Founders Ball Oct. 18 to highlight its collaboration with Mount Sinai Health System. Brooklyn Borough President **Eric Adams**, City Council Majority Leader **Laurie Cumbo** and Brooklyn Hospital CEO **Gary Terrinoni** attended the event, held in the New York Marriott at the Brooklyn Bridge.



**Amy Barasch**, executive director of Her Justice, flanked by board member **Ken Ziman**, managing director at Lazard Frères & Co., and his wife, **Karen Ziman**. They were among the 300 guests who attended the event, at Guastavino's.



Honoree **Earl Weiner**, counsel at Sullivan & Cromwell and a Brooklyn Hospital Center trustee, and Tony Award-winning playwright **David Henry Hwang**. More than 850 guests raised nearly \$1.5 million for the hospital's foundation.

SEE MORE OF THIS WEEK'S SNAPS AT [CRAINSNEWYORK.COM/SNAPS](http://CRAINSNEWYORK.COM/SNAPS). GET YOUR GALA IN SNAPS. EMAIL [SNAPS@CRAINSNEWYORK.COM](mailto:SNAPS@CRAINSNEWYORK.COM).





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