

ANNUAL 2023 REPORT



**BREAKING
GROUND**

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At Breaking Ground, we believe everyone deserves a home.

Bringing people together to solve the problem of homelessness restores our hope and our humanity. When no one is left behind, our world feels bigger and yes, more like a home, a place where we belong, and where it's possible to begin again. Thank you for joining our cause.

Letter From Our Leaders

IN 2023, New York City continued to face unprecedented challenges, and Breaking Ground again rose to meet the moment.

The number of people in shelter reached historic highs last year, driven by tens of thousands of new arrivals seeking asylum, record-low housing vacancy rates across the five boroughs, and surging rents. The migrant crisis and deepening affordable housing crisis stretched the resources of our local government agencies to their limits, creating uncertainty about the City's budget and potential cuts.

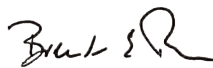
At Breaking Ground, we knew what was required – a relentless focus on our mission and the people we serve. Across our programs and housing resources, we served over 16,000 vulnerable New Yorkers, by far the most in any 12-month period. Our commitment to innovation and expanding the impact of our work is stronger than ever. In this report, we invite you to read about:

- expansion of **Connect to Care** partnerships that greatly enhanced outreach to unsheltered New Yorkers;
- new **One Health Clinics** that bring together healthcare for underserved people and their companion animals in a single place;
- progress of the **Queens County Healthcare Pilot**, which is connecting un- and under-documented individuals with health and legal assistance;
- **Project Welcome MAT**, which will leverage federal and private dollars to get people into permanent housing faster;
- and our consistent work to develop **new transitional and permanent housing** for chronically homeless and low-income individuals.

In addition, with help from the corporate community, donors, and volunteers from all walks of life, Breaking Ground organized a major effort to **fight food insecurity** among tenants across our portfolio. With volunteer events at multiple permanent housing sites, more than 5,000 bags of groceries were distributed to our formerly homeless and low-income Breaking Ground tenants last year, providing a much-needed boost to food budgets and nutrition in an era of painful inflation.

Your support makes all of this, and much more, possible. Thank you for standing with us as we continue to build a future where everyone has a home.

Sincerely,



Brenda Rosen
President & CEO



Michael Franco
Board Chair



Mission, Values & What We Do

Our Mission

Breaking Ground's mission is to strengthen individuals, families and communities by developing and sustaining exceptional supportive and affordable housing as well as programs for homeless and other vulnerable New Yorkers.

Our Values

Compassion – we meet each person where they are and treat them with dignity and respect.

Patience – we take the time to build trust with people and communities.

Persistence – we never give up, on anyone.

What We Do



STREET TO HOME

24/7/365 in Brooklyn, Queens, and Midtown Manhattan

Engagement and counseling outdoors, where men and women live on the streets, to get them out of harm's way and into the continuum of services that enable them to transform their own lives.

CONNECT TO CARE

A suite of programs that brings our approach to outreach into privately managed spaces and discrete geographic areas of New York City, with the goal of discovering and assisting unsheltered New Yorkers not served by other outreach programs.



DROP-IN CENTER

Ozone Park, Queens

Currently serving approximately 16 people at any given time, the Drop-In Center is undergoing construction, with a goal of full operational capacity (up to 75 persons at any given time) by 2024.



TRANSITIONAL HOUSING

600 units, Manhattan and Brooklyn

Our Safe Havens provide temporary housing with intensive onsite case management for individuals in the most precarious circumstances. This allows each person to come off the streets and have the space, time and assistance they need to work on securing permanent housing.



PERMANENT HOUSING

4,617 units

Through 23 residences and 171 "Scatter Site" apartments - all with access to support services as needed - we provide the environment that enables formerly homeless and low-income New Yorkers to make a lasting home.

Our Approach

Breaking Ground employs a range of data-driven initiatives designed to enable people to forever escape the trauma of homelessness, tailoring services to the needs and circumstances of each individual on the path to finding a permanent home.

Some will move directly into permanent housing from the street, and we do whatever it takes to make this placement as quickly as possible.

For others, transitional housing provides an interim place – safe and clean accommodations with intensive services – where each person can find stability and work toward the goal of obtaining permanent housing.

Home is more than four walls and a roof. At Breaking Ground, home means a support system. Across our housing portfolio, onsite wraparound services enable each person to get – and stay – on the path to permanent stability:

- Benefits assistance
- Medical care
- Mental health care
- Substance abuse referrals
- Skills-building and self-sufficiency programs, including connection to employment services

At-a-Glance: 2023 Impact

16,333
unique people served in 2023

897
unique housing placements

In 2023, Breaking Ground served over 16,000 vulnerable New Yorkers across our outreach and housing programs. While sustaining our core work, we dramatically expanded outreach capacity on the streets, opened a new safe haven for chronically street homeless individuals, and broke ground on new senior housing in Queens.



Who We Helped This Year*

Episodic/Short-Term Homeless	8,100
Chronically Homeless	3,576
Low-Income Adults & Families	2,415
Individuals with a Serious Mental Illness	2,200
Seniors (Age 62+)	1,855
People Living with HIV/AIDS	796
Youth & Young Adults	709
Veterans	229

*Please note some individuals above are represented in multiple categories

STREET OUTREACH**

Brooklyn | Queens | Midtown
24/7/365

DROP-IN CENTER

Queens
24/7/365

TRANSITIONAL HOUSING

Brooklyn | Manhattan
600 beds

PERMANENT HOUSING

New York City
4,500+ units

Meeting people where they are

4,392
unique people served

1,683
people working intensively with us toward permanent housing

494
housing placements

A warm and welcoming hub

148
unique people served

32
housing placements

11,648
individualized service engagements

A safe haven to rest and restore

923
unique people served

132
people moved on to permanent housing

22%
of people served were 62+ years of age

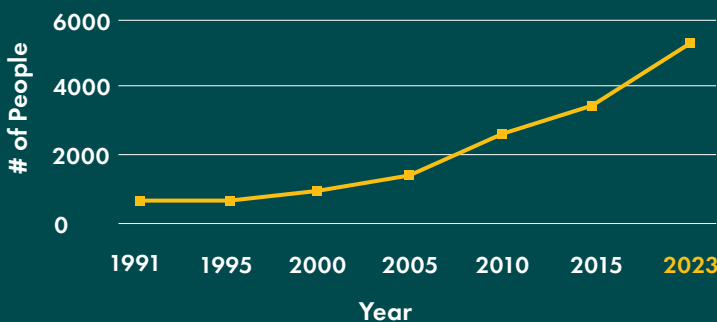
A permanent home with support

5,187
unique people slept under a Breaking Ground roof

557
households moved into an apartment for the first time

98%
of people exiting homelessness remained housed at 12 months

Individuals Served Annually in Breaking Ground Permanent Housing Since 1991



Other Key Facts

600k
meals served in transitional housing

44%
of outreach caseload clients received mobile medical care

200
families with children permanently housed

29
pets and their humans received care through our new One Health Clinics

**Street Outreach data above does not include Connect to Care programs, which are covered separately on the next page.

Expanding Outreach

Connect to Care

A suite of privately-funded programs that brings our approach to street outreach into privately managed spaces and discrete geographic areas.

Current Partnerships:
 Macy's Herald Square
 NY Presbyterian
 Starbucks
 Vornado - Penn District
 Homeless Assistance Fund of the Partnership for New York City

2023
DELIVERABLES

7,569
unique people served

50,658
individualized
service engagements

226
placements to housing



Homeless Assistance Fund

The largest and most comprehensive of our Connect to Care programs is the **Homeless Assistance Fund (HAF)**.

Spearheaded by the Partnership for New York City and more than 60 of its member companies, the HAF dramatically expanded Connect to Care outreach capacity across seven areas in Manhattan and Brooklyn. Teams operate Monday through Friday, 24 hours per day across these areas, enhancing outreach efforts and providing concentrated engagement. A key differentiator is the teams' ability to enter ATM vestibules and other privately managed public spaces, where City-funded outreach teams cannot go. In its first full year, the program touched the lives of more than 6,000 people experiencing unsheltered homelessness:

755 people engaged in ATM vestibules and privately managed spaces

515 people discovered who had not previously engaged with outreach

38 days from first contact to housing placement, 33% faster than City-funded outreach



Treating People and Pets Together

At a special clinic for people experiencing homelessness and their pets, access to medical care takes a whole new approach.

By taking a more holistic view of health for people experiencing homelessness and their pets, One Health Clinics prioritize access to care. Typically, unsheltered individuals are among the most disconnected from regular preventative care, perhaps utilizing emergency rooms only when a health problem becomes a crisis – or when the temperature dips to dangerous conditions.

At the One Health Clinic, people experiencing unsheltered homelessness are referred through street outreach teams and across our safe haven programs. To get care for a pet from our partners at the New York City Street Dog Coalition, each person agrees to at least have a



Dr. Justin Lamb and Vet Tech Bel examine Giuseppe, a Chihuahua, while his human, Heather, looks on. Giuseppe got his nails clipped and a clean bill of health.

conversation with a primary healthcare professional from our partners at Janian Medical (an affiliate of the Center for Urban Community Services). Often, an initial conversation is all it takes to build a level of trust that leads to more comprehensive medical and psychiatric care for the people we serve. And the promise of care for a furry friend can be powerful.

One Health Clinic is a trademark of the University of Washington and Washington State University. Learn more about their toolkit and hosting a One Health Clinic in your community at <https://www.onehealthclinic.org/>.



On April 17, 2023 HUD presented a check to the New York City Continuum of Care at our Prince George Ballroom representing a \$60mm commitment for unsheltered individuals through 11 programs, including Project Welcome MAT.

Administrative burdens in the supportive housing process can extend the time people remain in transitional housing or on the streets. Under the current citywide process, even after eligibility has been verified, homeless clients are required to re-verify their eligibility by providing additional or updated documentation. In addition to application challenges, the current system to match applicants to available supportive housing units can delay placement further.

Project Welcome MAT aims to reduce or eliminate these burdens altogether and move people from homeless to housed on an accelerated timeline. Helping unsheltered individuals access housing opportunities faster will narrow

Exploring Ways to Get Home Faster and Improve Health Outcomes

The connection between housing and health is well established. With Project Welcome MAT, we aim to get people into permanent housing faster.

the gap between a “paperwork first” approach and a true Housing First approach to addressing homelessness. Over its three-year timeline, the project is expected to accelerate more than 650 individual placements into permanent supportive housing. Furthermore, the project will serve a total of 1,000 individuals experiencing homelessness with critical resources to get on the path to permanent housing.

Project Welcome MAT is funded by a three-year, \$3.7 million grant from the U.S. Department of Housing and Urban Development, through the New York City Continuum of Care; a three-year, \$1.7 million grant from the Helmsley Charitable Trust; and a two-year, \$500,000 grant from Trinity Church Wall Street.

Innovation at Work

The Doctor Will See You Now: Improving Access to Care in Queens

Only one-third of chronically homeless individuals have a primary care provider (PCP), and that number is even lower for un- and under-documented individuals. Breaking Ground is changing that with the Queens County Healthcare Pilot.

In 2019, Breaking Ground undertook an assessment of the health concerns of the people we serve, funded by the [Altman Foundation](#). That assessment confirmed that just 34% of unsheltered clients were connected to primary care, and over half of those who were connected to a PCP still reported relying on emergency departments to receive care. In addition, clients with an un- or under-documented citizenship status were experiencing alarmingly high mortality. In response, Breaking Ground developed the [Queens County Healthcare Pilot \(QCHP\)](#) to address healthcare disparities and mortality risks for this group, focusing efforts on the neighborhoods of Elmhurst and Corona where so many of this priority target population live. QCHP launched in 2022 through a major grant from the [Mother Cabrini Health Foundation](#).

The QCHP delivers client-centered, wraparound healthcare coordination tailored to the unique needs of its constituency. The program formalized existing partnerships and forged new linkages between Breaking Ground and other community-based health providers, including Federally Qualified Health Centers; medical, psychiatric, and substance use disorder treatment providers; Elmhurst



A first for our programs, the QCHP team has a mobile office where any type of service provider - a lawyer, psychiatrist, or case manager - can meet with clients confidentially where they are.

Hospital; and other community supports. Case Managers and Peer Specialists (people with lived experience) provide its wraparound services, including coordinated and chaperoned referrals to healthcare and other providers. The QCHP reduces hospitalizations and “disorganized hospital discharges” (often with no advance notice or coordinated care plan) that can lead to significant harm.

A key incentive to participate in QCHP is its linkage to legal services, anticipating that many clients have uncharted pathways to immigration relief. In the two years since launch, the QCHP has served 81 individuals, 76 of whom are immigrants or migrant workers (all 81 clients are Latinx). Every client has received comprehensive case management including referral to transitional housing.

Initial data show that overall hospitalization and emergency department usage has declined. Crucially, 54% report becoming connected to a PCP that they now see regularly.

54%

of clients report being connected to a primary care provider they see regularly

66

placed into housing, including 6 to permanent housing

Home At Last

Finding Peace and Hope After a Lifetime of Struggle

"I became homeless at a young age, and I've been in and out of places since I was 17. This is the first apartment I've had that's mine, in my entire life."

For nearly three decades, Leslie struggled with homelessness and housing instability. Most recently, she found herself living unsheltered on the streets, alternating time between Central Park and Coney Island Beach. Her mental and physical health were declining.

But then, in January, Leslie signed a lease for a new apartment at 90 Sands. And as we see time and again, a safe and stable home can make all the difference. Since moving in, her health has improved considerably. For the first time in many years, she can regularly go to the doctor. She's working on her sobriety, and has a goal to quit

smoking and start using the gym in the building. Once a week, she helps her fellow tenants with hair and makeup, which brings her joy and gives them a badly needed confidence boost.

And in May, on Mother's Day, Leslie's mom spent the whole day with her in her apartment. It was something she could never have expected. Since then, her mother has visited multiple times, even bringing friends to meet Leslie and telling them how proud she is of her daughter. After decades of fearing their relationship beyond repair, she has hope.



**"SINCE I MOVED INTO THIS BUILDING, ME AND MY MOTHER HAVE A BETTER RELATIONSHIP, MY HEALTH IS BETTER, MY SOBRIETY IS BETTER, COMMUNICATION IS BETTER, REST IS BETTER, AND THERE'S A LOT OF THINGS I HAVE ACCESS TO SINCE I MOVED HERE. EVERYTHING IS HERE AND CONVENIENT."
- LESLIE MILLS**

Building the Future

In Construction: Sutphin Senior Housing and Clinic

Breaking Ground's first supportive residence in Queens, and first to co-locate with a Federally Qualified Health Center



On Wednesday, September 20th, more than 60 people joined Breaking Ground and our partners to break ground on Sutphin Senior Housing and Clinic in downtown Jamaica. Our first permanent residence in Queens, Sutphin will provide 173 supportive and affordable apartments for older New Yorkers, and will include a state-of-the-art Federally Qualified Health Center by our partners at the Community Healthcare Network.

At the corner of Sutphin Blvd and 97th Avenue and at the leading edge of the burgeoning Special Downtown Jamaica District, Sutphin Senior Residence will include

a mix of studio and one-bedroom units. 52 will serve formerly homeless older adults, 121 will be home to seniors with incomes at or below 50% of the Area Median Income (AMI). Onsite social services will be offered to all tenants, funded by the New York City's Department of Health and Mental Hygiene.

Sutphin continues Breaking Ground's dedication to sustainable development as our second Passive House development that will meet a rigorous energy-use standard for residential buildings, including by employing all-electric mechanical systems.



Project Partners

New York State Homes & Community Renewal
New York State Office of Temporary & Disability Assistance/Homeless Housing & Assistance Program
New York City Housing Preservation and Development
New York City Department of Health & Mental Hygiene
New York City Clean Energy Initiative
Community Healthcare Network
Corporation for Supportive Housing
Hudson Housing Capital
Capital One
US EPA Revolving Loan Fund

Philanthropic Support

The Harry & Jeanette Weinberg Foundation
Ilse Melamid
National Grid

Building the Future



In Pre-Development: Kingsboro Vital Brooklyn (Sparrow Square)

Bringing over 900 units of housing, retail, a park, and community-based services to under-utilized public land in Brooklyn.

This Vital Brooklyn project, in collaboration with Douglaston Development and Empire State Development, will bring over 900 affordable and supportive apartments to Brooklyn's Flatbush neighborhood, along with

transitional housing, extensive public amenities, and programming for community members and residents. Phase 1 of the project is expected to break ground in 2025.

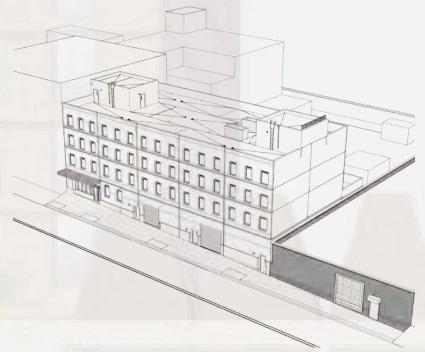
Transitional Housing: Safe Havens, Saving Lives

Breaking Ground has more than doubled our safe haven capacity since 2020 to help bring more people off the streets

Safe havens are a type of transitional housing specifically designed to be attractive to people living unsheltered on the streets of New York City. This incredibly important resource works to immediately reduce the number of people sleeping on the streets and in other public spaces not meant for human habitation. Today, Breaking Ground is the largest provider of safe haven transitional housing in the City, with over 600 beds in operation and plans to add 250 more over the next two years.

750

number of safe haven beds Breaking Ground will operate by the end of 2024



West 83rd Street Safe Haven

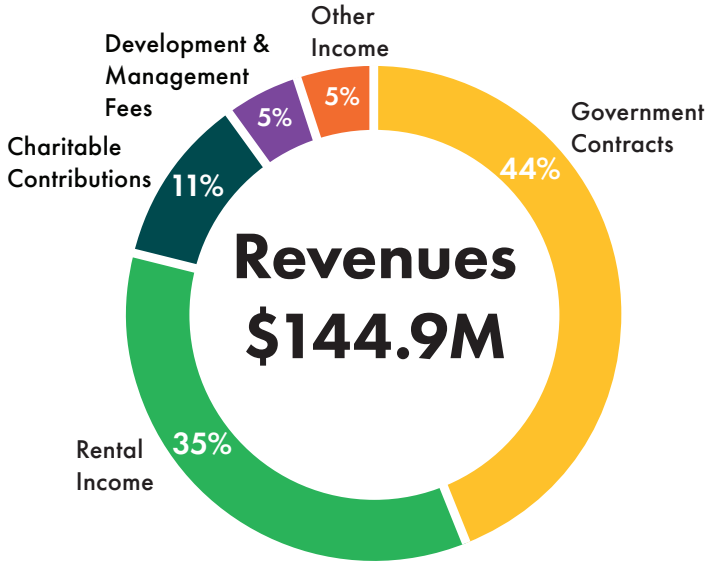
We were proud to work with New York City and Manhattan Community Board 7 to open a new safe haven on the Upper West Side in 2023, now among just a handful of sites for unsheltered New Yorkers above 59th Street. The first 76 beds opened in August of 2023, with an additional 32 opening in 2024.

The Continental Safe Haven

Under construction since 2021 and nearing completion as of the end of 2023, The Continental will be the first purpose-built safe haven in our portfolio, and one of a few in the City to be fully ADA-accessible. Located in industrial Greenpoint, the site is expected to serve high-need areas of North Brooklyn, where our aim is to bring significant numbers of individuals sleeping unsheltered on a path toward securing a permanent escape from homelessness.

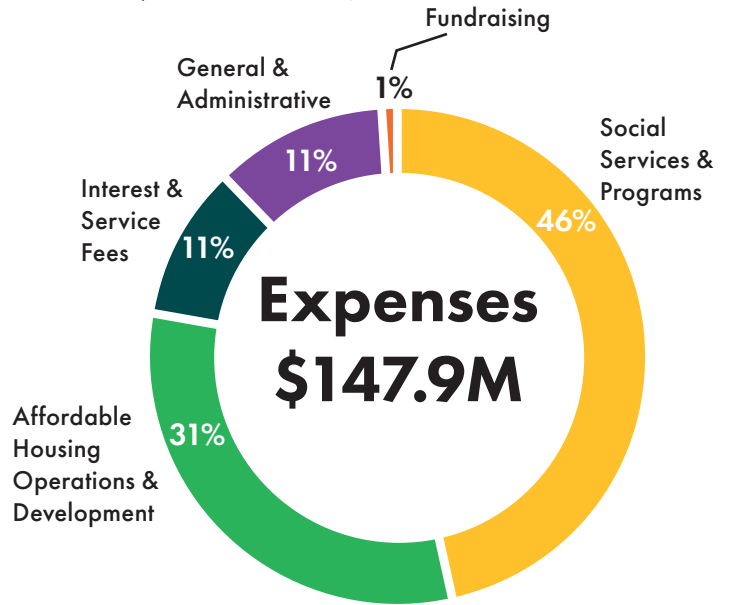
Financial Results

From 2023 GAAP Audited Financial Statements
(Audited Financial Statements are available for view/download on our website)



Revenues Note:

Total revenues of \$144.9 million reflects a 19% increase over the prior year and 57% increase since 2019. Government contracts for mission-based programs are our largest funding source and largest growth area. Philanthropic support for the organization remains strong, with significant grants for innovative programs related to accelerating placements to housing and serving the health needs of un- and under-documented homeless clients, among others. Rental income and management fees remained stable in 2023.



Expenses Note:

Despite a challenging operating environment Breaking Ground was able to sustain and grow its mission-critical programs in 2023, including implementing various new privately-funded outreach programs and new transitional housing programs. General & Administrative expenses represent 11% of total expenses and were stable as percentage of total expenses year-over-year. The average cost to raise \$1 of support is less than 10% over the last 5 years. Interest and Service Fees are largely non-cash expenses.

Total Assets: \$1.05B

CATEGORY	\$M's	NOTES (graph not to scale)
CASH	\$ 19.96	Net unencumbered cash of \$5.9M; the balance is operating cash for buildings Breaking Ground owns outright
OTHER ASSETS	33.60	Balance composed primarily of lease assets held by Breaking Ground for safe haven locations and office space
RESERVES	36.55	Contractually required operating and replacement reserves for Breaking Ground's permanent housing portfolio
ACCOUNTS RECEIVABLE	71.92	Accounts Receivable have more than doubled in recent years; over 60% is related to government contracts, which have experienced longer delays in both contract registration and payment for services rendered
REAL ESTATE	892.97	Investment in 20 permanent housing projects representing over 4,000 housing units. Balance has grown 21% over the past five years
TOTAL ASSETS	\$ 1,054.99	

Financial Results

From 2023 GAAP Audited Financial Statements
(Audited Financial Statements are available for view/download on our website)

Statement of Activities

January 1, 2023 through December 2023

Revenues

Contributions	\$	16,031,108
Government Contracts	\$	63,663,150
Management Fees	\$	528,341
Developer Fees	\$	6,228,610
Rental Income	\$	51,016,722
Other Income	\$	7,424,283

Total Revenues	\$	144,892,214
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Expenses

Social Services	\$	68,274,848
Affordable Housing Operations & Development	\$	46,403,638
General & Administrative*	\$	15,354,903
Fundraising	\$	1,295,242
Interest & Service Fees†	\$	16,525,493

Total Expenses	\$	147,854,124
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Excess (deficiency) of Revenue Over Expenses††	\$	(2,961,910)
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Statement of Financial Position

Total Assets	\$	1,054,993,467
Total Liabilities	\$	852,594,524

Net Assets

Controlling Interest	\$	90,460,538
Noncontrolling Interest	\$	111,938,405



*Includes Supportive Services and Management & General expenses for all aspects of the organization

†The Interest & Service Fees category includes over \$15mm in non-amortizing interest

††Excludes depreciation and amortization

Institutional Supporters

The following private institutions supported our work in 2023 with charitable gifts of \$10,000 or greater.

Corporations & Foundations

ACORE Capital
Affinity Legacy
Affinius Capital
All New York Title Agency
Alliant
Allied Universal
Ameriprise Financial
Annaly Capital Management
Apex Investments
Ares Management
Argentica
Baker Tilly
Bank of America
Bank United
The Barker Welfare Foundation
Barone Steel Fabricators
The Barry and Mimi Sternlicht Foundation
BentallGreenOak
BFC Partners
Blackstone
Blank Rome LLP
Bloomberg Philanthropies
BMO Capital Markets
Bradford Allen
Bridge Investment Group
Broadway Cares/Equity Fights AIDS
Brookfield Office Properties
Brooklyn Org
Bucks Creek Foundation
Cadwalader, Wickersham & Taft LLP
Cannon Heyman & Weiss, LLP
Capital One
Carson Family Charitable Trust
Catbird NYC
CBRE
Center for Urban Community Services
Chatham Financial
Citigroup
CohnReznick
Commonwealth Land Title Insurance Company
Con Edison
COOKFOX Architects
Dattner Architects
Debra & Kenneth Caplan Foundation
Dechert LLP
Deutsche Bank USA
The Douglaston Companies
The Durst Organization
Eastdil Secured
Empire Blue Cross Blue Shield Foundation
Empire Blue Cross Blue Shield HealthPlus
The Essex Avenue Foundation
Fabbrica LLC
The Fan Fox and Leslie R. Samuels Foundation
Fidelity National Title Insurance Company
First American Title Insurance Company of New York
First Republic Foundation
Fried, Frank, Harris, Shriver & Jacobson
GFP Real Estate
Goldman Sachs
Gotham Organization
Greystone
The Harry and Jeanette Weinberg Foundation
The Hearst Foundations
High Point Construction Group
The Horace W. Goldsmith Foundation
Hudson Housing Capital
The Hunt Companies
The Ira W. DeCamp Foundation
Jackson Lewis Foundation
The Jantile Group
JLL Capital Markets
John H. and Ethel G. Noble Charitable Trust
The John and Melissa Ceriale Foundation
Joy Construction
JPMorgan Chase & Co.
Katten Muchin Rosenman Foundation
Kellner Herlihy Getty & Friedman LLP
KKR
Kramer Levin Naftalis & Frankel LLP
The Lawrence Foundation
The Lipton Foundation
L+M Development
The Leona M. and Harry B. Helmsley Charitable Trust
Leventhal Family Charitable Foundation
The Lucretia Philanthropic Fund
Lyrical Antheus Management
Macy's
Madison Realty Capital
The Mai Family Foundation
Martin Associates
Mega Contracting Group
Mesa West Capital
MetLife Foundation
Mizuho Americas and Mizuho USA Foundation, Inc.
Moelis & Company
Monadnock Construction
Moncon, Inc.
Morgan Stanley
The Mother Cabrini Health Foundation
Nalco Company
National Grid
New Line Structures
North Shore Risk Management
Partnership for New York City's Homeless Assistance Fund
Pemmil Affordable LLC
Prime Finance
Prime Structure
Proskauer Rose LLP
Pursuit

Quality Branded
QVT Family Office
RBC Capital Markets
Related
RFR
Rhone Group
Rialto Management Group
Robin Hood Foundation
Rockrose Development
Room & Board
Sebco Laundry Systems
Sidley Austin
Simpson Thacher & Bartlett
SL Green
Slate Property Group
SpareRoom, Inc.
Standard Chartered Bank
Starbucks
The Starr Foundation
Starwood Capital Group
Starwood Property Trust
Stellar Management
Stewart Title Insurance Co.
Sullivan & Cromwell LLP
Sumitomo Mitsui Banking Corporation
Tishman Speyer
Trinity Church Wall Street
Two Trees Management
TypeA Projects
Unitex Direct
Urban Atelier Group
US Bank
van Ameringen Foundation, Inc.
Verinext
Vornado Realty Trust
Walsh Glass & Metal
Webster Bank
Wells Fargo



Wells Fargo volunteers spend a day packing groceries for tenants at our 90 Sands supportive residences in September

Government Partners

NYC Department of Homeless Services
NYC Department of Housing Preservation & Development
NYC Housing Development Corporation
NYC Human Resources Administration
New York City Housing Authority
NYS Homes & Community Renewal
NYS Office of Temporary & Disability Assistance/Homeless Housing & Assistance Corporation
US Department of Housing & Urban Development

Board & Senior Staff

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Vornado Realty Trust

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President and CEO
Breaking Ground

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Peter Ezersky
Founder
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