

**BREAKING
GROUND**
BUILDING AND
RESTORING LIVES

**2021 annual
report**



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About Us: Mission & Programs

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.

Our Approach

Breaking Ground employs a range of data-driven initiatives designed to enable people to forever escape the trauma of homelessness. Our approach ensures that our services are tailored to the needs and circumstances of each individual on the path to finding a permanent home. Some people will move directly into permanent housing from the street, and we do whatever it takes to make this placement possible, as quickly as possible. For others, transitional housing provides an interim step – safe and clean accommodations with onsite supportive services – where each person can begin to establish stability and work toward the goal of obtaining permanent housing.

Home is more than just four walls and a roof. At Breaking Ground, home means a support system. Across our supportive 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**

Our Programs



STREET OUTREACH

24/7/365 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.



DROP-IN CENTER

Pilot program in 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 2023.



TRANSITIONAL HOUSING

307 units in Manhattan and Brooklyn

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



STABILIZATION BEDS

188 Beds in Manhattan, Brooklyn, and Queens

Another important resource for street homeless New Yorkers – private, safe, and clean accommodations that allow people to come indoors while our street outreach teams continue to work with each individual.

PERMANENT HOUSING

4,169 Apartments Across NYC and Beyond

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

Letter From Our Leaders

At Breaking Ground, we often say that “housing is health.” In 2021 that relationship was never clearer, as New York City continued to face the twin crises of homelessness and COVID-19.

Despite these extreme challenges, we saw green shoots of hope beginning to spring up in places both expected and unexpected.

When the first vaccines against COVID-19 arrived in January, Breaking Ground’s frontline staff and the people we serve on the streets and in our housing were among the first to line up to get the jab. All told, we **directly facilitated vaccination for more than 2,000 staff, clients, and residents** over the past year.

Our outreach teams across Brooklyn, Queens and Manhattan continued their extraordinary work to help people come off the streets and into housing, making **nearly 500 placements to transitional and permanent housing**.

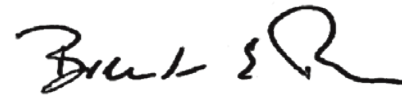
Alongside, we grew our portfolio of privately funded outreach with Starbucks, MetLife Foundation, and Vornado Realty Trust joining our existing partnership with Macy’s Herald Square. These programs helped us **discover more than 200 people experiencing homelessness within retail stores and privately managed spaces** who had fallen through cracks in the system, and get them connected to services and housing.

Despite the ongoing operational challenges of the pandemic, our leasing and property management teams worked closely to **help more than 400 individuals and families move into a Breaking Ground apartment for the first time** – men, women, and children who are no longer on the streets, in shelter, or at risk of losing their homes.

On the permanent housing front, we saw one of the busiest periods in our 31-year history. Breaking Ground’s housing development team did not miss a beat, **making progress on more than 600 new apartments in construction, plus over 1,000 more in pre-development**.

It is you, our community of supporters, who helped us to achieve extraordinary progress in 2021. With you, we are building a better future and restoring the lives of our City’s most vulnerable residents.

Sincerely,



Brenda Rosen
President & CEO



Michael Franco
Board Chair



By the Numbers: 2021 Vital Statistics

STREET OUTREACH

24/7/365

Brooklyn | Queens | Midtown Manhattan



4,500+

unique people
served in 2021

1,675

working toward
permanent housing

464

placements to
transitional or
permanent housing

**Meeting people
where they are.**

DROP-IN CENTER

24/7/365

Queens



189

unique people
served in 2021

13,315

individualized services
provided to participants

19

placements to
transitional or
permanent housing

**A warm and
welcoming hub.**

TRANSITIONAL HOUSING

307 Units

Brooklyn | Manhattan



500

unique people
served in 2021

55%

of people served
were age 55
and over

52

placements
to permanent
housing

**A safe haven to
rest and restore.**

PERMANENT HOUSING

3,962 Units

NYC | Upstate NY | Connecticut



4,604

men, women & children
slept under a Breaking
Ground roof in 2021

413

moved into a Breaking
Ground apartment for
the first time in 2021

98%+

of formerly homeless
tenants remain stably
housed 12 months later

**A permanent home
with support.**

Breaking Down Barriers - Our Reach

Permanent Residences - New York City ●

- 1 Times Square
- 2 Dorothy Ross Friedman
- 3 Prince George
- 4 The Christopher
- 5 Schermerhorn
- 6 Brook
- 7 The Lee
- 8 The Domenech
- 9 Lenniger
- 10 Hegeman
- 11 40 Riverside
- 12 Boston Road
- 13 Redwood Senior Living
- 14 Sydelle
- 15 Park House
- 16 Webster
- 17 La Central
- 18 Edwin's Place
- 19 The Hannigan
- 20 Betances Senior Residence (2022)
- 21 90 Sands (2022)
- 22 Jamaica Senior Residence (2025)
- 23 Kingsboro (2026-2029)

Permanent Residences - Outside NYC (not depicted on map)

- 24 Cedarwoods (Willimantic, CT)
- 25 Hollander (Hartford, CT)
- 26 Eastman Commons (Rochester, NY)

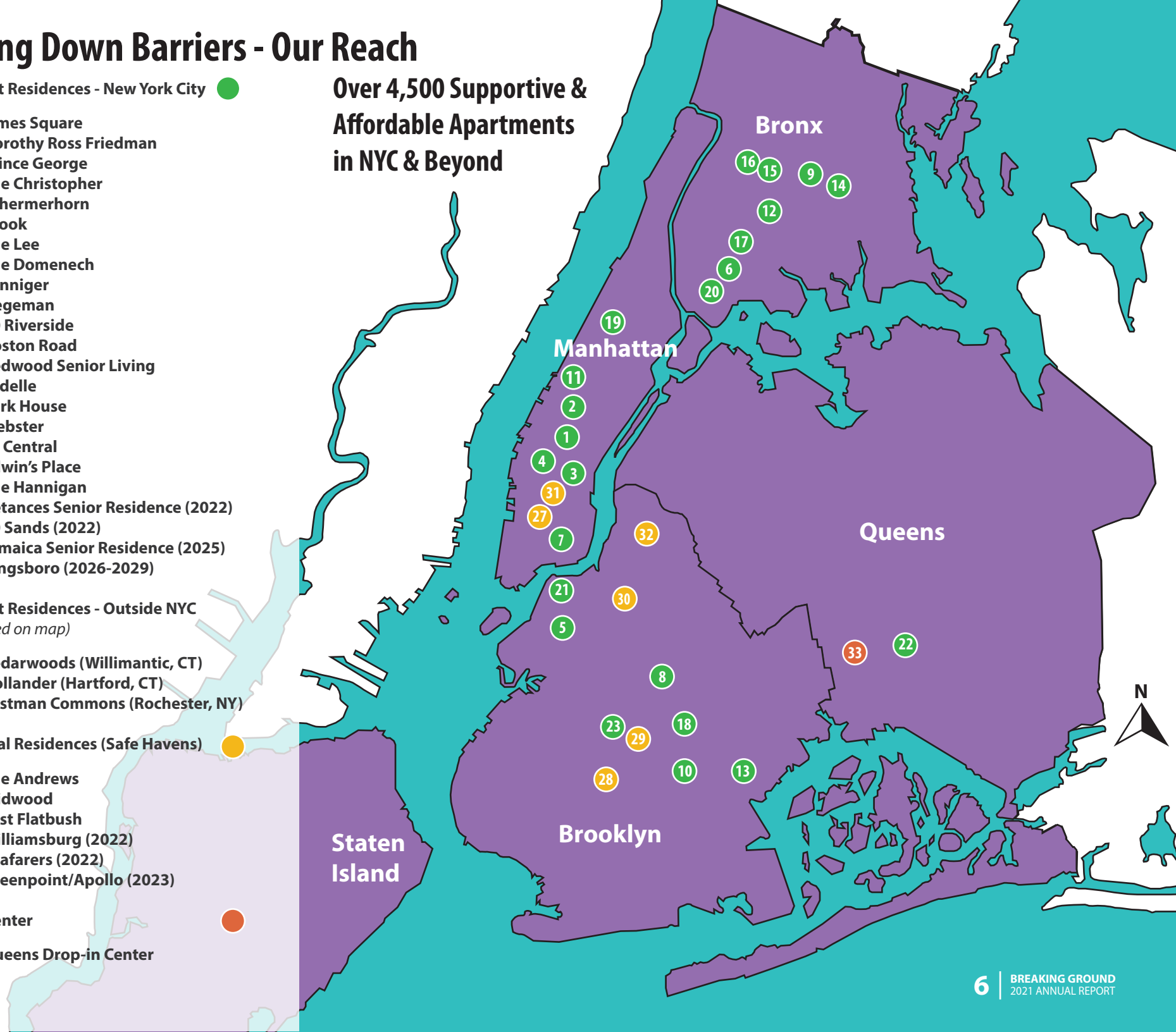
Transitional Residences (Safe Havens)

- 27 The Andrews
- 28 Midwood
- 29 East Flatbush
- 30 Williamsburg (2022)
- 31 Seafarers (2022)
- 32 Greenpoint/Apollo (2023)

Drop-In Center

- 33 Queens Drop-in Center

Over 4,500 Supportive & Affordable Apartments in NYC & Beyond



Enhancing Outreach in New York City

Connect to Care

KEY INITIAL OUTCOMES

Connect to Care facilitates service engagement and housing placements up to **three times faster** as compared to publicly funded outreach programs thanks to increased flexibility and response times

In 2021, with only a partial year of implementation, **20% of people placed** into transitional and permanent housing were engaged through Connect to Care

If not for Connect to Care programs, **more than 200 people** would not have been connected to services, falling through cracks in the system

Connect to Care is a growing suite of programs that brings Breaking Ground's approach to street outreach into privately managed spaces and discrete areas. Through contracts with corporate partners and consortia, Connect to Care works to discover people experiencing homelessness who have fallen through the cracks and get them connected to vital services and housing opportunities. Our approach treats people with dignity while helping them get on the path to stability. In 2021, our partners at MetLife Foundation, Starbucks, and Vornado Realty Trust joined an existing program with Macy's Herald Square to expand our capacity and reach.

Connect to Care programs are designed to meet a set of defined needs and goals, and can include:

- Training and education for staff of the contracting organization with options for an overview of homelessness, simple strategies for engagement, harm reduction and overdose prevention, and crisis intervention and de-escalation techniques
- Dedicated outreach team or teams who canvass discrete locations (such as a retail store, café, or defined geographic area) and respond to notifications and situations identified by the contracting organization
- Social services oversight and management
- Data collection and regular reporting on outcomes



2021 Partners:



Gaining Independence

For months, Joseph called the street corner at 28th and Park Avenue home, bundling up under nearby scaffolding when the weather was too much to handle. At first, he didn't trust that Breaking Ground outreach workers could help him get off the streets and into housing. But when they continued to come back, time after time, to check in on him and explain that there were options and possibilities, he started to listen.

His first priority was getting into drug treatment. After years of cycling through periods of substance use, he wanted the opportunity to get clean. So the teams helped him with a placement at a detox center, and followed up diligently with a discharge plan. Breaking Ground staff even came to meet him at Penn Station upon his return, and found him placement at The Andrews, our transitional residence on the Bowery. Nine months later, he was signing a lease to his own apartment. Today, he's exploring job training programs as he continues to work on his sobriety.

Joseph credits Breaking Ground outreach teams for being with him throughout the process, and he's grateful to be feeling more and more independent, day by day.



“

I'm so grateful right now, because I'm feeling more independent, or at least that I'm getting there. As I say to anyone, if you set goals, Breaking Ground will help you reach them.

Building the Future

Edwin's Place

Brownsville, Brooklyn

125 Supportive & Affordable Units for Individuals and Families

Architect: **RAMSA Architects**

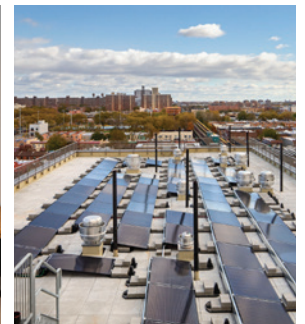
On Tuesday, July 27th, 2021 more than 50 people joined Breaking Ground and our partners for a ribbon cutting and open house celebrating the completion of Edwin's Place, our newest supportive and affordable residence and seventh building in Brooklyn.

88 units at Edwin's Place are home to formerly homeless individuals and families, including veterans, and 37 serve low-income community residents. The eight-story, 115,500-square foot building features a 24-hour attended lobby, state-of-the-art security systems, a laundry room, fitness room, and a multipurpose room for tenant and community events. There is also 3,000-square feet of retail space along Livonia Avenue occupied by the Brooklyn-based nonprofit Power of Two, which works with young parents to nurture the inherent potential of every child and family.

Edwin's Place continues Breaking Ground's dedication to sustainable and affordable development. The design features a robust, yet economical structural system of precast hollow-core floor planks and reinforced concrete block walls; continuously insulated walls; triple-glazed windows; a green roof; and a roof-top photovoltaic solar array – importantly all contributing to reduced energy use.



Upon move-in, each Edwin's Place resident received an original work of art from a renowned American artist. Inspired by a New York Times story of Breaking Ground resident Buddy Jones who lived in our Prince George building, the artist, who requested to remain anonymous, created 125 unique paintings for incoming Edwin's Place residents to adorn their new permanent home.



Betances Residence

South Bronx

152 Supportive & Affordable Units for Older Adults

Architect: **COOKFOX Architects**

Anticipated Completion 2022

By the end of 2021, Breaking Ground made exceptional progress at Betances Residence, expected to be our first new development to achieve the Passive House energy use standard. Betances is designed with seniors in mind, and will help our residents age-in-place with dignity. Importantly, 26 units are reserved for current NYCHA residents, in turn making public housing units available for larger households in need. Betances will begin to welcome its first residents in 2022, and we look forward to celebrating its completion with an incredible group of government, financing, and community partners.



Building the Future



90 Sands

DUMBO, Brooklyn

491 Supportive & Affordable Units

Architect: **Beyer Blinder Belle**

Anticipated Completion 2022

Breaking Ground's first hotel conversion in more than two decades, 90 Sands will bring 491 units of supportive and affordable housing to one of New York City's most expensive neighborhoods. With 305 units for single adults exiting homelessness and 186 affordable units for people with low-to-moderate incomes, 90 Sands is scaled for impact. The building will include a multipurpose room, fitness room, computer lab, onsite laundry, and rooftop observatory space. In addition to its residential plan, 90 Sands features a newly activated public plaza at the corner of Jay and Sands Streets, and more than 20,000 square feet of commercial space on the lower level and ground floor. We expect that 90 Sands will welcome its first residents in the summer of 2022.

Jamaica Senior Residence

Jamaica, Queens

173 Supportive & Affordable Units for Older Adults

Architect: **Bernheimer Architects**

Anticipated Completion 2026

Breaking Ground's first supportive residence in Queens, the Jamaica Senior Residence will provide 173 apartments for older adults who have experienced or are at risk of homelessness. The new building will replace an existing Federally Qualified Health Center operated by our partners at Community Health Network with a state of the art clinic where CHN will provide medical and mental health care to residents and the community. We plan to pursue the rigorous Passive House energy use certification and design apartments and common spaces to allow residents to age-in place with dignity. We are currently seeking a zoning change to increase the allowable units from 115 to 173, which we expect to be approved in 2022.



Kingsboro - Vital Brooklyn

East Flatbush, Brooklyn

594 Supportive & Affordable Units for Single Adults and Families

Architect: **Adjaye Associates**

Anticipated Completion 2028

In July of 2021, the Empire State Development Corporation announced that a team led by Breaking Ground and Douglaston Development was selected to redevelop a portion of the Kingsboro Psychiatric Center in Brooklyn.

The 7.2-acre project will include 900 units of supportive and affordable housing, community facilities, publicly accessible green space, areas for urban farming and arts programming, a grocery store, and more.

Our partners include Almat Urban, Brooklyn Community Services, Jobe Development, and the Velez Organization. The architect for this project is world-renowned Adjaye Associates, and landscape design will be spearheaded by Harlem-based Studio Zwede.

Combining expertise in development and operations, our team includes a variety of minority and women-owned developers, along with some of Brooklyn's most prominent nonprofit service providers.

The \$1.4 billion Vital Brooklyn initiative targets and invests in eight integrated areas, including health care and housing, establishing a new standard for addressing chronic economic and racial disparities in Brooklyn's high-need communities.

Finding Long-Term Stability

MARIA never imagined that she'd lose her job and her apartment. Having worked since she was sixteen, she found herself in a variety of roles, including as a security guard. But when she began to develop severe arthritis, she found that she could no longer stand for more than 30 minutes at a time.

And then, problems with her physical health began to affect her mental health. Before she knew what had happened, she lost her job and her apartment and found herself in shelter and on public assistance. The lack of privacy and stress of living in a shelter only made her arthritis worse, and she found it difficult to get enough sleep. Eventually, she found a shared apartment, but her trials continued. While dealing with a succession of difficult roommates, she watched the building decay around her for five years to the point that it was permanently closed by the department of buildings, and Maria found herself homeless again.

It was then that she began to see light at the end of the tunnel. When Breaking Ground opened Webster Residence in 2018 in the Tremont section of the Bronx, Maria was among the first tenants to move in. Every day since she continues to make progress. Working closely with her onsite case worker, Maria was finally able to complete her application for disability, a years-long process that, up to that point, had left her frustrated. Today she has a degree of financial stability that she had not known for many years.

Prior to COVID, Maria participated in every variety of building event that Webster's tenant services team organized. She showed up early to help set up, brew coffee, and pour cups for her neighbors. She also began to be a kind of living newsletter for the building, knocking on her neighbors' doors to check on them and ensure they knew which events were coming up, letting each resident know how wonderful it would be to see them there.

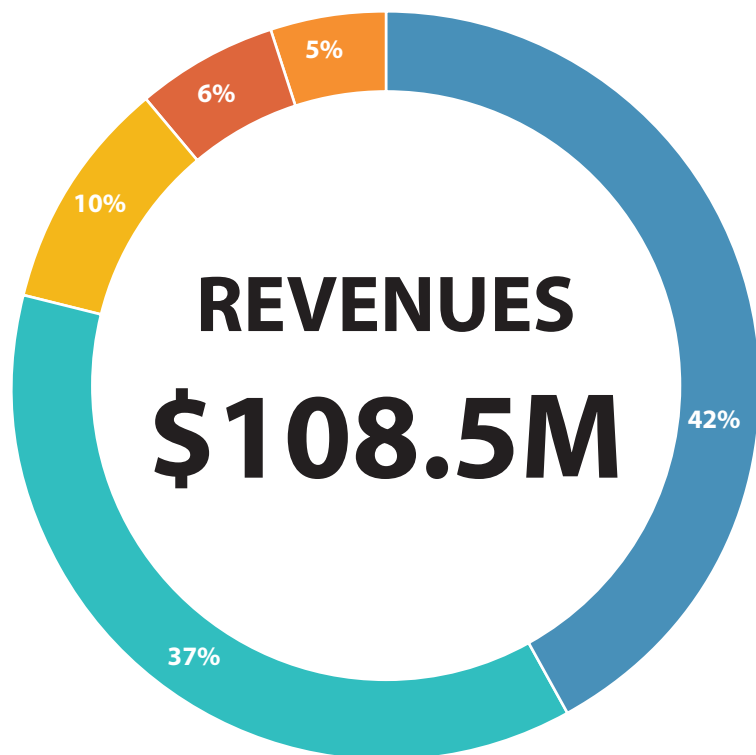
When Breaking Ground partnered with Capital One on a program that aims to bridge the digital divide, Maria was the first to sign up to receive a device (Chromebook) and subsidized internet service. Prior to the pandemic, she eagerly attended digital literacy classes and took advantage of every opportunity to learn new skills.

Maria is also intent on creating a safe, healthy, and peaceful space for all tenants of the building. Drawing on her background in security, she learned all of Webster Residence's policies and procedures and helps ensure that they are followed, all from a viewpoint of mutual respect. She was proud to be among the first tenants to take the COVID-19 vaccine when an onsite pop-up vaccination clinic was arranged at Webster Residence.

Above all, Maria is grateful to be in a safe space, have an apartment of her own, and have the room and support to grow. She feels better today than she has in a very long time thanks to supportive housing.



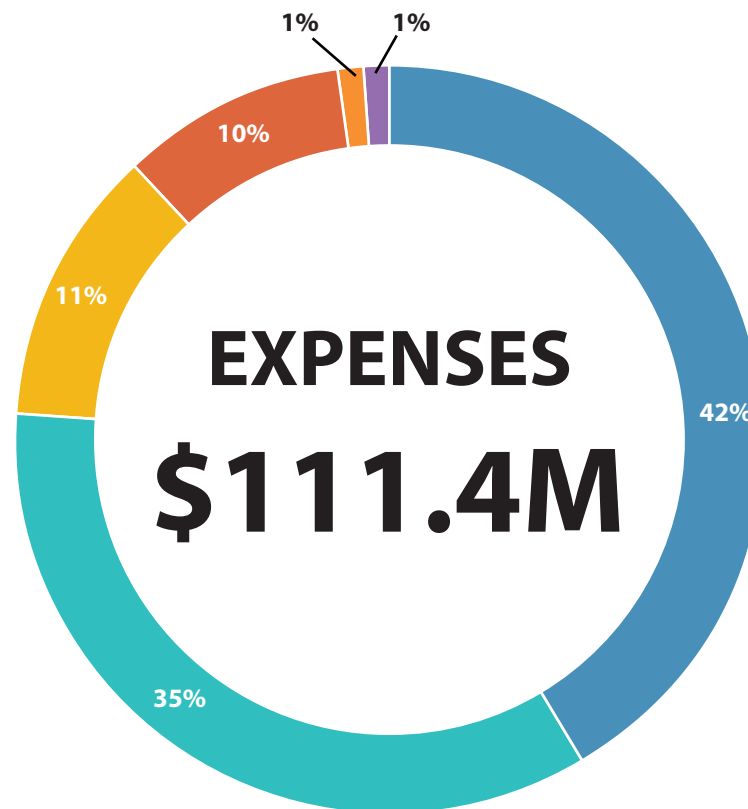
Financial Report: Revenues & Expenses



- 42% **Government Grants & Contracts**
- 37% **Rental Income**
- 10% **Charitable Contributions**
- 6% **Other Income**
- 5% **Development & Management Fees**

Key Breaking Ground revenue sources continued to be impacted by pandemic-related disruptions in business. For many years, commercial rent and income from the Prince George Ballroom subsidized our underfunded street outreach and transitional housing programs and enabled us to pursue new housing development. Revenues from these sources began to recover in 2021 from the sharp declines of 2020, but remain a fraction of pre-pandemic levels. We expect both sources of revenue to continue to improve, but still experience impairments in 2022.

However, thanks to grants and gifts from generous corporate, foundation, and individual supporters, Breaking Ground was able to sustain and expand our programs and serve over 10,000 vulnerable New Yorkers in 2021.



- 42% **Social Services & Programs**
- 35% **Affordable Housing Operations**
- 11% **Interest & Service Fees**
- 10% **Supportive Services***
- 1% **General & Administrative***
- 1% **Fundraising**

Despite a challenging operating environment, Breaking Ground was able to sustain and grow our mission-critical programs including: transitional housing resources for homeless individuals; new supplemental street outreach initiatives with MetLife Foundation, Starbucks, and Vornado Realty Trust; and special events, efforts, and incentives for clients, residents, and staff which resulted in more than 2,000 people receiving at least one COVID-19 vaccine.

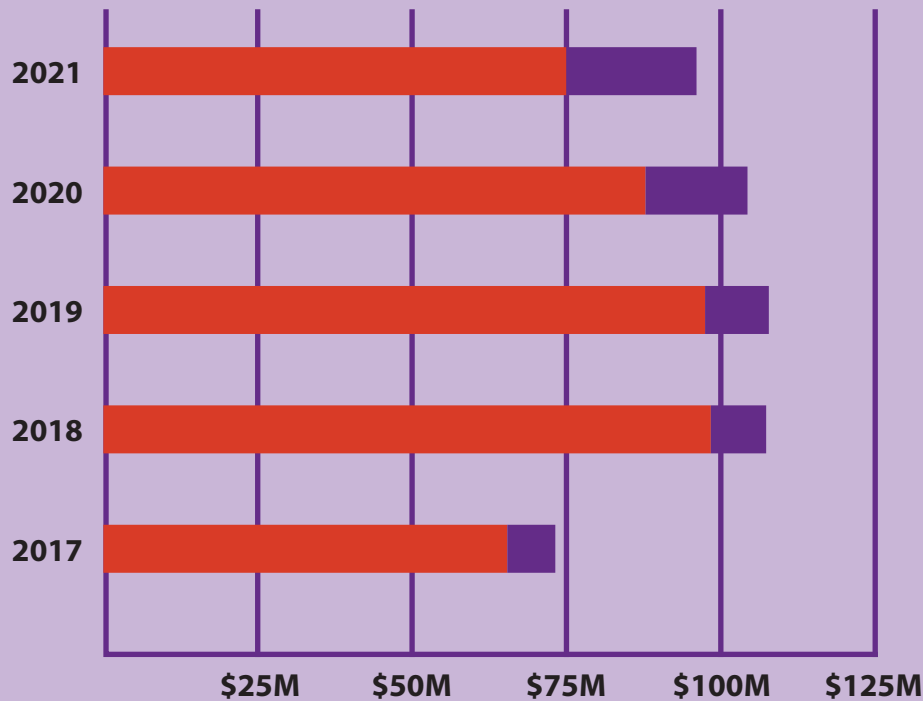
During 2021, we continued to expand our permanent supportive housing sites in the Bronx (Betances Senior Residence) and Brooklyn (90 Sands) - both of which will open in 2022 to help homeless and at-risk households access safe, permanent homes.

*See notes on Page 13 for further information on the Supportive Services expense category.

Financial Report: Net Assets & Balance Sheet

Net Assets: Controlling Interest

Most Recent Five Years



KEY: ■ Net Assets without Donor Restrictions
■ Net Assets with Donor Restrictions

NOTE: Significant recent declines in Net Assets Without Donor Restrictions are due to a few factors. As previously noted, commercial and event rental income were permanent losses in 2020 that continued into 2021. Developer fees were lower in 2020 and 2021, but continue to be a significant source of revenue that will be realized over time. The significant increases in Net Assets With Donor Restrictions is largely due to one-time donations for specific permanent housing developments, including 90 Sands and our first project in Jamaica, Queens. After adjusting for timing differences, Breaking Ground continues to maintain a very solid financial position that is reflective of excellent property, program and asset management; generous philanthropic donors; and diverse revenue streams.

Statement of Activities

January 1, 2021 through December 31, 2021

REVENUES

Contributions	\$	10,636,022
Government Grants & Contracts	\$	45,888,518
Management Fees	\$	2,194,646
Developer Fees	\$	2,752,417
Rental Income	\$	40,150,279
Other Income	\$	6,858,058

Total Revenues **\$ 108,479,940**

EXPENSES

Social Services	\$	46,816,073
Housing Management & Development	\$	4,188,914
Affordable Housing Operations	\$	34,574,557
Supportive Services*	\$	11,322,538
General & Administrative*	\$	887,426
Fundraising	\$	782,746
Interest & Service Fees	\$	12,959,920

Total Expenses **\$ 111,532,174**

Excess (deficiency) of Revenue Over Expenses** \$ (3,052,234)

Statement of Financial Position

Total Assets	\$	1,006,815,086
Total Liabilities	\$	756,127,864

NET ASSETS

Controlling Interest	\$	94,852,709
Noncontrolling Interest	\$	115,461,178

*The Supportive Services functional expense category was added in the 2020 audit year, as approved by Breaking Ground's auditing firm. Generally, Supportive Services are program-related General and Administrative expenses.

**Excludes depreciation and amortization

Institutional Supporters

The following private institutions supported our work in 2021 with charitable gifts of \$10,000 or greater.

Corporations & Foundations

All New York Title Agency
Alliant Employee Benefits
Allied Universal
Altman Foundation
Ameriprise Financial
Anexinet
Annaly Capital Management
Arbor Realty Trust
Bank of America Merrill Lynch
The Barry and Mimi Sternlicht Foundation
Bayview Asset Management
BlackRock
Bloomberg Philanthropies
Brean Capital
Bridge Investment Group
Broadway Cares/Equity Fights AIDS
Brookfield Office Properties
Cadwalader, Wickersham & Taft LLP
Cannon Heyman & Weiss, LLP
Capital One
Carson Family Charitable Trust
CBRE
Center for Urban Community Services
Chicago Title Insurance Company
CIBC
Citi
Citizens Committee for New York City
City National Bank
Commonwealth Land Title Insurance Company
Con Edison
COOKFOX Architects
Corcoran
Credit Agricole
Debra & Kenneth Caplan Foundation
Dechert LLP
Deutsche Bank USA
The Douglaston Companies
The Durst Organization
Eastdil Secured
EW Howell Construction Group

The Fan Fox and Leslie R. Samuels Foundation
Fidelity National Title Insurance Company
Fried, Frank, Harris, Shriver & Jacobson LLP
GFP Real Estate
Goldman Sachs
Gotham Organization
Greystone
Harbor Group Consulting
The Hunt Companies
Jackson Lewis Foundation
The Jean and Louis Dreyfus Foundation, Inc.
JLL Capital Markets
John H. and Ethel G. Noble Charitable Trust
JPMorgan Chase & Co.
JPMorgan Chase Foundation
Kellner Herlihy Getty & Friedman LLP
Kirkland & Ellis LLP
Kramer Levin Naftalis & Frankel LLP
Latham & Watkins
The Lawrence Foundation
Leventhal Family Charitable Foundation, Inc.
The Lipton Foundation
LMF Commercial
The Lucretia Philanthropic Fund
Macy's and Bloomingdales
Madison Realty Capital
Mega Contracting Group
MetLife Foundation
Mizuho Americas and Mizuho USA Foundation, Inc.
Monadnock Construction
Moncon, Inc.
Morgan Stanley
MUFG Americas
Newmark
North Shore Risk Management
Omnibuild
Prime Finance
Proskauer Rose LLP
QVT Financial
RBC Capital Markets
Related

RFR
Rialto Management Group
Roberts & Holland LLP
Robin Hood Foundation
Room & Board Business Interiors
Ropes & Gray LLP
Santander Bank
Sidley Austin
Simpson Thacher & Bartlett
Soviero Foundation of Fidelity Charitable Gift Fund
SpareRoom, Inc.
Starwood Property Trust
Stellar Management
Sterling National Bank
Sullivan & Cromwell LLP
Sunshine Foundation
Titlevest
Truist Bank
Type A Projects
Urban Edge Properties
van Ameringen Foundation, Inc.
VHB
Vornado Realty Trust
Walker & Dunlop
Waterton Associates
Wells Fargo
Wells Fargo Foundation

Government Partners

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

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President and Chief Financial Officer
Vornado Realty Trust

Brenda E. Rosen, **President**
President and CEO
Breaking Ground

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Nicholas Tsang, **Secretary**
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Michael Rosen,
Vice President, Asset Management

Judith Rosenfeld
Vice President, Special Projects

Jeff Scheuer
Vice President, External Affairs

Toby Sherman
Vice President, Administration



East Flatbush Safe Haven vaccination event in January 2021: Over 40 residents and staff were vaccinated in the first of our efforts to enable access for more than 2,000 staff, clients, and residents.

BREAKING GROUND

BUILDING AND
RESTORING LIVES

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