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### 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.*

**PERSISTANCE**

*We never give up, on anyone.*

### Building and Restoring Lives

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 they can begin to establish stability, with the goal of obtaining permanent housing.

Home is more than just four walls and a roof. At Breaking Ground, home means a support system. The wraparound services we provide 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

<table>
<thead>
<tr>
<th>STREET OUTREACH</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>24/7/365</em></td>
</tr>
<tr>
<td>in Brooklyn, Queens &amp; Midtown Manhattan</td>
</tr>
</tbody>
</table>

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 lives.

<table>
<thead>
<tr>
<th>TRANSITIONAL HOUSING</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>299 units</em></td>
</tr>
</tbody>
</table>

Temporary housing, along with intensive onsite case management, provides individuals in the most precarious circumstances with the space, time and assistance they need to work on securing permanent affordable housing.

<table>
<thead>
<tr>
<th>PERMANENT SUPPORTIVE &amp; AFFORDABLE HOUSING</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>3,584 units</em></td>
</tr>
</tbody>
</table>

Through 17 residences and 111 “Scatter Site” apartments - all with access to support services - we provide the security that enables formerly homeless and low-income New Yorkers to have a lasting home.
Home is opportunity. Home is stability. Home is refuge. Home is a most fundamental human need. The tragedy of homelessness affects far too many of our fellow New Yorkers, thousands of who are right now living unsheltered on our City’s streets – enduring a life of extreme misfortune.

Since our founding in 1990, Breaking Ground has remained focused on helping people overcome and avoid homelessness. From our pioneering street outreach program, to our recently expanded transitional housing programs, to by far the largest number of permanent supportive apartments in New York, we are building and restoring lives every day.

In our 27-year history, we have enabled over 13,000 men, women, young adults, veterans, and seniors to escape and avoid homelessness. In 2017, we continued that record of service and laid the groundwork to help even more New Yorkers in need.

Over the past year, Breaking Ground:

- Opened two new transitional residences in Brooklyn – more than doubling our capacity to serve street homeless New Yorkers;
- Initiated a Drop-In Center pilot program at the site of our new street outreach office in Ozone Park, Queens;
- Celebrated the completion of our 248-unit Park House in the Bronx, our first ground-up all-affordable residence primarily designed for families with children;
- Gained crucial backing from New York City for Edwin’s Place, our next supportive development in Brownsville, Brooklyn that will be home to low-income and homeless individuals and families with children;
- Broke new ground in the Bronx at La Central for what will soon be 160 supportive apartments for formerly homeless and low-income individuals; and
- Served more than 7,000 extremely vulnerable New Yorkers.

We are doing more than ever. We must, because the number of people experiencing homelessness in New York City reached record highs in 2017 – more than 63,000 people in emergency shelters, and nearly 4,000 on the streets. With your help, we can do much more in 2018 and beyond, making significant progress on over 1,000 new units of supportive and affordable housing in development to benefit our most vulnerable neighbors. Together, we can continue to build a city where all New Yorkers have the opportunity to live with dignity.

Because everyone deserves a home.

Brenda E. Rosen  Michael J. Franco
President & CEO  Chair, Board of Directors
Who We Serve
2017 Vital Statistics

$68.8M
BUDGET

3,883
UNITS OF HOUSING

545
PLACEMENTS TO HOUSING

1,195
Seniors

338
People Living with HIV/AIDS

1,401
Low-Income Working Adults

299
Transitional Units

3,584
Permanent Apartments

1,361
Mentally Ill Individuals

2,337
Chronically Homeless

132
Youth Aging Out of Foster Care

278
Veterans

3,883
More than 7,000 Served

*Please note that some individuals fall into multiple demographics above.
Breaking Down Barriers
Our Reach

**Permanent Residences**

<table>
<thead>
<tr>
<th>Manhattan</th>
<th>1</th>
<th>40 Riverside</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>The Christopher</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>The Dorothy Ross Friedman</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>The Lee</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>The Prince George</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>The Times Square</td>
</tr>
<tr>
<td>Brooklyn</td>
<td>7</td>
<td>The Domenech</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Edwin’s Place (2020)</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>The Hegeman</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Redwood Senior Living</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>The Schermerhorn</td>
</tr>
<tr>
<td>Bronx</td>
<td>12</td>
<td>Boston Road</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>The Brook</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>La Central (2019)</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>The Leninger</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Park House</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>The Sydelle</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Webster Residence (2018)</td>
</tr>
<tr>
<td>Connecticut</td>
<td>19</td>
<td>Cedarwoods</td>
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<td></td>
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<td>The Betty Ruth &amp; Milton B. Hollander Foundation Ctr</td>
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<tr>
<td>NY State</td>
<td>21</td>
<td>Eastman Commons</td>
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</table>

**Transitional Residences**

<table>
<thead>
<tr>
<th>Manhattan</th>
<th>22</th>
<th>The Andrews Safe Haven</th>
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<tbody>
<tr>
<td>Brooklyn</td>
<td>23</td>
<td>East Flatbush Safe Haven</td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>Midwood Safe Haven</td>
</tr>
<tr>
<td>Queens</td>
<td>25</td>
<td>Room for All Drop-In Center</td>
</tr>
<tr>
<td>NY State</td>
<td>26</td>
<td>Montrose Veterans Residence (Montrose closed in September of 2017. See Page 10 for its success story.)</td>
</tr>
</tbody>
</table>
By The Numbers
Street Outreach & Transitional Housing

Street Outreach

3,400
Served

Queens Outreach Teams Branch Out, and a New Drop-In Center Pilot Program Opens
Breaking Ground provides 24/7 street outreach to homeless individuals in all of Brooklyn, Queens and Midtown Manhattan. In 2017, our Queens teams moved to a new office in Ozone Park, which is also the site of our pilot Drop-In Center program. Currently serving ten (10) individuals daily, the Drop-In Center will expand gradually to serve up to 75 people per day. This first of its kind resource in Queens to aid street homeless individuals is already showing signs of success.

New Safe Havens Open in Brooklyn
Recognizing the need for these critical transitional resources, Breaking Ground expanded to new sites in the Midwood and East Flatbush neighborhoods of Brooklyn in 2017. Both were at capacity within days of opening, demonstrating the urgent need for safe havens to serve street homeless New Yorkers in Brooklyn and Queens.

Transitional Housing

570
Served

(3,400 served includes episodically homeless individuals and referrals to shelter/drop-in center) 941
on caseload, working with us toward permanent housing 382 placements to transitional or permanent housing.

570 Served through
299 units with
163 placements to permanant housing.
2017 Highlights
Building the Future

Edwin’s Place Wins Crucial Support
In November, the New York City Council voiced unanimous support for our newest development in Brownsville, Brooklyn – Edwin’s Place. Designed by the renowned Robert A.M. Stern Architects, Edwin’s Place will provide 125 supportive and affordable apartments for formerly homeless, low-income individuals and families with children. With a groundbreaking set for 2018, Edwin’s Place is anticipated to welcome its first residents in 2020.

La Central Takes Shape
On July 24, 2017, Breaking Ground began constructing 160 new units of supportive housing on the Bronxchester Urban Renewal site in the Melrose neighborhood of the South Bronx. La Central, on Bergen Avenue and East 152nd Street, will be our sixth building in the borough. When completed, Breaking Ground will manage more than 1,300 supportive and affordable units in the Bronx alone, part of more than 4,000 city-wide.

This 160 unit buildings is one of five that will eventually make up the entire La Central complex. In total, we, and our project partners for the larger development, Comunilife, BRP Development Corporation, Hudson Companies Inc., The Kretchmer Companies, ELH Mgmt LLC, and The Related Companies will bring 992 units of mixed-income apartments to a neighborhood with urgent need for permanently affordable homes. Breaking Ground’s building was the first to begin construction at this major community revitalization project.

The 1.1 million-square-foot La Central development will also include a 50,000-square-foot state-of-the-art YMCA, a new home for BronxNet Television Studios, a public skate park, a rooftop telescope operated by the Bronx High School of Science, plus 30,000 square feet of community space and over 45,000 square feet of new retail space.

Photo Credits: Above Left: Rendering of Edwin’s Place courtesy of Robert A.M. Stern Architects. Above Right: Rendering of La Central courtesy of FX Collaborative and MHG Architects.
2017 Highlights
Building the Future

Park House Opens for Families with Children

For decades, Breaking Ground has been serving individuals living on the streets by providing high-quality housing with on-site supports to help them come indoors where they can build and restore their lives. That work continues today as our foremost focus.

But in order to better address New York City’s affordable housing crisis, we have recently broadened our approach to aid families at risk of falling into homelessness by building affordable housing for that population as well. Park House represents the beginning of this new emphasis.

Located at Park Avenue and 178th Street, Park House delivers 248 units of affordable housing to the Tremont neighborhood of the Bronx - with more than half of its apartments featuring two- and three-bedrooms. Designed by the renowned COOKFOX Architects, Park House echoes the neighborhood’s beautiful masonry buildings and promotes pride of place for residents who for years were without secure, stable housing.

Amenities at Park House include a community space, bicycle storage, onsite laundry, and a landscaped courtyard. Park House is equipped with the most modern sustainability technologies affordable, including high performance boilers, energy efficient lighting, water-saving fixtures and fittings, EnergyStar appliances, and extensive green roof areas with drought resistant plantings.

2017 Celebrating Home & Community Gala

On October 26, 2017, Breaking Ground was extremely fortunate to honor Richard Froehlich of the New York City Housing Development Corporation and Alan Wiener of Wells Fargo at our annual Celebrating Home & Community Gala. More than 500 attendees donated over $1.7 million for Breaking Ground’s street outreach and transitional housing programs. Many thanks to our generous sponsors for another record fundraiser!

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Photos: Above at right: Park House façade facing 178th Street; Building entrance detail.

Photo Credit: Below at right: From left to right: Board Member David Picket, Honoree Alan Wiener, Board Chair Michael Franco, President and CEO Brenda E. Rosen, Honoree Richard Froehlich, and Board Member David Walsh. Photo by Michael Priest.
Montrose Veterans Transitional Residence
A Decade of Success

Often when a nonprofit starts a new program, they say their ultimate goal is to one day see it become obsolete. Sometimes we actually achieve this end.

From 2008 to 2017, Breaking Ground operated the 96-unit Veterans Transitional Residence (VTR) on the VA Hudson Valley Campus in Montrose, NY. More than 800 homeless veterans accessed safe, clean accommodations with onsite supportive services through this resource to help them attain health and stability. By 2016, we and our partners at the Westchester Patriot Housing Initiative had achieved a “functional zero” in veterans homelessness for the County, in large part because of Breaking Ground’s transitional housing resource.

Given this extraordinary success, the Montrose program did, in fact, become obsolete and we were able to place its last remaining veteran resident into permanent housing by September 2017.

Though Breaking Ground no longer has an active presence in Westchester County, we continue to serve hundreds of veterans in New York City through our street outreach, transitional housing, and permanent supportive housing programs. Our greatest hope is for these programs to one day also become obsolete.

Above: Steven Smalls moved into permanent housing in 2017 after a six month stay at the VTR. “I’ve never seen a program that goes so deep to help veterans,” he told us last February.
Walter’s Story
Finding Stability with Breaking Ground

From the streets of Brooklyn to our Times Square residence, Walter overcame many challenges on the path to permanent housing.

Walter Malone grew up in Long Island. Deaf from birth, like much of his family, he showed a keen interest in auto-body work from a young age. By the time he was 30, he’d become an expert.

But following the death of his mother, Walter fell on hard times, living out of his van on the streets of Brooklyn and picking up piecemeal auto-body work along Atlantic Avenue to survive.

Then he met Breaking Ground’s street outreach teams, some of whom were fluent in ASL. We brought services to him where he was, right there on the street. We worked to determine what he needed and what he wanted. We helped him come indoors to transitional housing at The Andrews, our Safe Haven on the Bowery.

His Breaking Ground case manager, Gabriella, was with him every step of the way, from his van on the streets of Brooklyn, to The Andrews, and finally, to his new apartment at our Times Square residence. She even drove him through the heaviest snowstorm of the year, which arrived on his move-in day, so he wouldn’t have to wait any longer for a permanent home.

Walter experienced homelessness for six years. The journey from homelessness to housed is not always an easy one, and there are often setbacks along the way. Breaking Ground approaches each person with compassion, each journey with patience, and each setback with persistence. Thanks to your support of Breaking Ground, Walter and thousands of other individuals are rebuilding their lives in safe, stable housing, with the assistance they need to thrive.
## 2017 Institutional Funders
### $5,000+

We gratefully acknowledge the following corporate and foundation donors who supported our mission in 2017 with a financial or in-kind gift of $5,000 or greater:

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<th>101 Holdings</th>
<th>Eastdil Secured</th>
<th>Mizuho Bank (USA)</th>
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<td>Emigrant Savings Bank</td>
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<td>EXTELL Development</td>
<td>Morrison &amp; Foerster</td>
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<td>Fetner Properties</td>
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<td>First American Title Insurance Company of NY</td>
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<td>Ameriprise Financial</td>
<td>First Nationwide Title</td>
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<td>Arent Fox</td>
<td>Fried, Frank, Harris, Shriver &amp; Jacobson</td>
<td>John H. &amp; Ethel G. Noble Charitable Trust</td>
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<td>Artiums</td>
<td>Friedland Properties</td>
<td>North Shore Risk Management</td>
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<td>AvalonBay Communities</td>
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<td>Omni New York</td>
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<td>Bank of America Merrill Lynch</td>
<td>The Georgetown Company</td>
<td>Proskauer Rose</td>
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<td>BFC Partners</td>
<td>Gotham Organization</td>
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<td>Gould Investors</td>
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<td>Richman Housing Resources</td>
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<td>Greenberg Traurig</td>
<td>Roberts &amp; Holland</td>
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<td>Broadway Cares/Equity Fights AIDS</td>
<td>Highgate Hotels</td>
<td>Robin Hood Foundation</td>
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<td>Hirschen Singer &amp; Epstein</td>
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<td>Jones Lang LaSalle</td>
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<td>Dataprise</td>
<td>Mega Contracting Group</td>
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<td>Doris Duke Charitable Foundation</td>
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2017 Financials
Revenues & Expenses

Revenues have increased by more than 34% over the past three years, driven primarily by social service contracts with state and city agencies, most recently through expanding Safe Haven transitional housing units that we operate in New York City. In addition to government contracts, Breaking Ground receives rental income from buildings that we own, raises funds from philanthropic individuals and institutions, and earns developer and property management fees.

The diversity of revenue streams reduces exposure and overall risk and ensures that our work is able to reach as many New Yorkers in need as possible.

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Revenues
- Rental Income: 39%
- Program Revenue: 43%
- Fees & Other Revenue: 11%
- Contributions: 7%
- Total Revenue: $72.8M

Expenses
- Program Services: 87%
- General & Administrative: 12%
- Fundraising: 1%
- Total Expenses: $68.8M

Breaking Ground’s Program Efficiency (spending on primary mission vs. administrative costs) and Fundraising Efficiency Ratio (the cost incurred to raise $1) compare very favorably to industry benchmarks.

Spending on program services has increased by $5 million to nearly $50 million over the past three years. These services include outreach to street homeless individuals, newly expanded transitional housing resources, our first drop-in center, and a steadily growing portfolio of permanent housing resources for vulnerable New Yorkers.
Net Assets represent Breaking Ground’s controlling interest in all transitional and permanent housing initiatives and consist of unrestricted and temporarily restricted interests. Total net assets over the past six years have increased by just over $6 million.

What the bars represent:
- **Unrestricted**
- **Temporarily Restricted**

Net Assets: 2012 - 2017

- **2012**
- **2013**
- **2014**
- **2015**
- **2016**
- **2017**

Net Assets: $0, $10M, $20M, $30M, $40M, $50M, $60M, $70M, $80M
# 2017 Financials
## Audit Results

### Consolidated Statement of Financial Activities

#### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$4,875,718</td>
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<tr>
<td>Government Grants &amp; Contracts</td>
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<tr>
<td>Management Fees</td>
<td>$339,032</td>
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<tr>
<td>Developer Fees</td>
<td>$3,837,382</td>
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<tr>
<td>Rental Income</td>
<td>$28,110,546</td>
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<tr>
<td>Other Income</td>
<td>$4,180,736</td>
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**Total Revenues**  
$72,755,491

#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Social Services</td>
<td>$32,967,484</td>
</tr>
<tr>
<td>Housing Management &amp; Development</td>
<td>$5,536,839</td>
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<tr>
<td>Affordable Housing Operations</td>
<td>$21,595,795</td>
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<td>General &amp; Administrative</td>
<td>$7,856,930</td>
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<td>Fundraising</td>
<td>$851,948</td>
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**Total Expenses**  
$68,808,996

**Excess Revenue Over Expenses**  
$3,946,495

*Excludes depreciation, interest, nonrecurring items and noncontrolling interest.

### Consolidated Statement of Financial Position

<table>
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<th>Description</th>
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<tr>
<td>Total Liabilities</td>
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**Net Assets**

<table>
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<td>Controlling Interest</td>
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<tr>
<td>Noncontrolling Interest</td>
<td>$61,268,350</td>
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## Board of Directors

- **Michael J. Franco**, Chair  
  Executive Vice President  
  Chief Investment Officer  
  Vornado Realty Trust

- **Brenda E. Rosen**, President  
  President & Chief Executive Officer  
  Breaking Ground

- **Benjamin Stacks**, Treasurer  
  Executive Vice President  
  Bank United

- **Robert V. Sideli, M.D.**, Secretary  
  CIO & Associate Professor  
  Columbia University Medical Center

## Board Members

- **Ricardo A. Anzaldua**  
  Special Counsel to the President & CEO  
  MetLife, Inc.

- **Tony Hannigan**  
  Chief Executive Officer  
  Center for Urban Community Services

- **David Neil**  
  Principal  
  The Durst Organization

- **David L. Picket**  
  President  
  Gotham Organization, Inc.

- **Richard Roberts**  
  Managing Director, Acquisition  
  Red Stone Equity Partners, LLC

- **Michael L. Ryan**  
  Partner  
  Cleary Gottlieb Steen & Hamilton LLP

- **Ian Shrank**  
  Legal Advisor, Author

- **Philip E. Silverman**  
  President & Chief Executive Officer  
  BLUE SKY Real Estate Services & Development

- **Nicholas Tsang**  
  Owner & Principal  
  Highline West, LLC

- **David Walsh**  
  Senior Vice President  
  Community Development Banking  
  JPMorgan Chase & Co.

## Senior Staff

- **Brenda E. Rosen**  
  President & CEO

- **David Beer**  
  Vice President, Real Estate Development

- **Kevin Moran**  
  Chief Financial Officer

- **Judith Rosenfeld**  
  Vice President, Special Projects

- **Jeff Scheuer**  
  Vice President, External Affairs

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