2023

CAMBA
where you can®

ANNUAL REPORT

Welcome to CAMBA's 2023 Annual Report

We are pleased to present you with CAMBA's 2023 Annual Report.

Thanks to our supporters, CAMBA consistently responded to the critical needs of our communities throughout the year—from providing emergency housing to more than 7,400 struggling New Yorkers and job readiness training to young adults in our BIVO program to preparing youth for future success through CAMBA College Bound.

In 2023, we served 73,000 families and individuals throughout New York City. CAMBA remained dedicated to providing the services and opportunities our neighbors need to build stable and self-sufficient futures for themselves and their families. CAMBA Housing Ventures (CHV) continued developing safe, sustainable, supportive, and permanently affordable housing for New York's most vulnerable communities. In 2023, CHV closed on a $238 million Vital Brooklyn development deal, Clarkson Estates, and secured the competitively-awarded Kingsborough NYCHA/HPD site which will provide 200 homes for seniors.

In the following pages, you'll meet a few of the people CAMBA helped during the year, as well as some of the tenacious CAMBA staff who work tirelessly each day to help our clients grow and thrive. You'll meet a violence interrupter helping to keep Brownsville safe, a small business owner serving up flavors from his native St. Lucia, a man who was able to turn back the clock on his diabetes, and a graduate of our college readiness program who just completed her first year of college. Through their eyes, you'll witness the impact of the innovative and dedicated work done by CAMBA in 2023.

On behalf of CAMBA's leadership, board, staff, and volunteers, thank you for all you have done to help New Yorkers in need.

With gratitude,

Joanne M. Oplustil
President and CEO
CAMBA/CAMBA Housing Ventures

Richard Roberts
Chairman
CAMBA Board of Directors

2023 by the Numbers

FAMILY & COMMUNITY SUPPORT

Our BIVO (Brownsville In, Violence Out) staff working in high-impact areas tracked 81 consecutive days without a shooting incident during the program year.

LEGAL SERVICES

CAMBA Legal Services assisted more than 12,200 individuals with citizenship applications, foreclosure prevention, debt expungement, and eviction prevention.

ECONOMIC DEVELOPMENT

CAMBA Workforce Development programs provided more than 1,900 individuals, including more than 1,300 refugees and asylees, with guidance and support in search of employment. 82% of refugees and asylees who were connected to employment retained it for at least 90 days. CAMBA Small Business Services helped more than 760 clients start, grow, and manage small businesses.

HOUSING STABILITY

5,000 individuals at a high risk of homelessness were provided services by our HomeBase program to maintain stable housing. 96% of households placed in permanent housing from Single Adult and Family Shelters maintained their housing for at least one year.

HEALTH

CAMBA's Beyond Hunger Food Pantry averaged more than 12,000 visits each month from our neighbors facing food insecurity. Our Brooklyn Drive Down Diabetes (Brooklyn 3D) program helped more than 150 people learn new ways to prevent and/or treat their diabetes, with 81% of clients making meaningful changes to their diet three months into the program.

EDUCATION & YOUTH DEVELOPMENT

CAMBA provided over 2,700 students at our Beacon and Cornerstone Community Centers with educational and recreational activities throughout the year. 700 high school students earned more than $1.5 million through Learning to Work internships.

CAMBA HOUSING VENTURES (CHV)

CHV's portfolio of 17 developments—including work-out acquisition, new construction, rehabilitation, and preservation deals—represents more than $1.2B in public-private investment. These completed or in-progress developments provide nearly 3,000 affordable, supportive homes for more than 7,500 individuals and families in four of the five boroughs.

Taronn “Tree” Sloane Stands Tall as Proud Violence Interrupter in Brownsville

Taronn “Tree” Sloane, a Violence Interrupter with CAMBA’s Cure Violence program Brownsville In, Violence Out (BIVO), had a very unexpected start to 2023. One night in January, he went out to get a late dinner. As he opened one of the exit doors to his apartment building, he noticed a man in a ski mask standing in the stairwell. He recalls that both of them jumped, each startled by the other. The more Tree thought about it as he walked away from the building, the more unsettled he felt. He called the young men who often hang out in his lobby to warn them. Unfortunately, no one picked up.

It was after midnight when Tree was returning to his building. He told the young men in the lobby to be careful. As he started to go up the stairs, he saw the man in the ski mask again. As Tree looked up at him, he noticed the man was holding a gun, and before he could do anything, the man shot him in the chest.

The bullet entered through the right side of Tree’s chest and exited through his right lower back. He tumbled down the stairs, screaming in pain.

“All I kept hearing was my late Grandmom’s voice in my head, saying: ‘You’re going to be okay. You’re going to be okay,’” recalls Tree. The day Tree was shot was the two-year anniversary of his grandmother’s passing.

Thankfully, Tree not only survived being shot but within just a few weeks, he was back to work serving his community—even as he continued his own recovery—focused on preventing the kind of random violence that he had just experienced.

In March, Tree received an official proclamation from NYC Mayor Eric Adams. With his BIVO family by his side, he was praised for his unwavering dedication to keeping the streets of his own Brownsville, Brooklyn neighborhood safe. The proclamation stated in part, “there is no greater example of the indomitable spirit for which New Yorkers are known than the strength displayed by Taronn Sloan,” and Taronn “embodies the very best characteristics of the five boroughs.” Mayor Adams also officially proclaimed Monday, March 6, 2023 in the City of New York as “Taronn Sloane Day.”

Becoming Part of the Solution

Tree grew up in the Tilden Houses in Brooklyn and has lived in the same apartment his entire life. One by one, the adults in his life passed away or moved away, leaving just Tree and his youngest sister, a 33-year-old who has autism. After making some very poor choices trying to get by, Tree ended up on Rikers Island twice. When he returned home the second time, he was ready to be part of the solution instead of the problem. He linked up with BIVO and joined the mission of stopping the violence before it starts.

While the shooting that injured Tree appears to have been completely random, he says he is thankful he took the bullet rather than any of his neighbors.

“I know that many people if they had been shot would’ve wanted revenge,” Tree says. “But I look at that kid as another lost kid. I wouldn’t want anybody to give up on me. By me still giving them that hope, I can look back and say, ‘I always gave people a chance to do right for themselves.’ To be honest, I would do this—even if I wasn’t with BIVO—just trying to keep the kids on the right path.”

Brownsville In, Violence Out (BIVO)’s high-impact area went 81 consecutive days without a shooting incident during the 2023 program year

Legal Services

CAMBA Legal Services Helps Single Mom Keep Her Home

Szabina, a single mom and a survivor of domestic violence, has had a tough time the past few years. When her ex-husband—who had been the primary source of income—was incarcerated, Szabina began cleaning homes for a living as a means to gain financial independence. Then the pandemic hit.

After being out of work until the worst of the pandemic passed, Szabina was able to resume her house cleaning job—but unfortunately not for long. In October 2021, she fell on the staircase and injured herself. Unable to work while she recovered from her injuries, Szabina's debt began to pile up and she soon received an eviction notice.

Szabina knew she needed temporary assistance while she healed to cover her rent and other bills, but found it extremely challenging to get a hold of the right people and figure out the paperwork.

In early 2023, CAMBA Legal Services (CLS) received her case and immediately got to work on helping her put the pieces back together. They first helped guide Szabina through the daunting process of filing for public assistance by sending an advocacy letter to the Coney Island Job Center.

Once her application for public assistance was officially filed, CAMBA Legal Services then submitted a FHEPS (Family Homelessness & Eviction Prevention Supplement) application on her behalf.

"CAMBA Legal Services really helped me, because they were so on top of everything," recalls Szabina. "Whatever I tried by myself, nothing was happening, but CAMBA was able to actually get things moving and get things done."

CAMBA Legal Services continued to diligently follow up with the FHEPS Centralized Determination Unit every two weeks over the course of several months.

Finally, Szabina received the great news that all of CAMBA Legal Services' hard work had paid off—she had been approved for FHEPS, and she and her daughter would be able to stay in their home.

"We didn't think we were going to be able to stay in our home, but they really worked magic," said Szabina. "I know that if CAMBA Legal Services hadn't helped me, I would still be waiting."

Szabina has since been able to return to work part-time as a cleaning lady. Her daughter just turned eight years old.

CAMBA Legal Services helped 12,290 individuals and 4,559 households during the 2023 program year

97% **of CAMBA Legal Services cases were resolved with a positive outcome achieved by CLS Anti-Eviction Services**

Economic Development

CAMBA Small Business Services Enables Owner of Blue Star Parlor to Keep Feeding Flatbush

Sherman, the owner of Blue Star Parlor in Flatbush, Brooklyn, isn't sure if his restaurant and cafe would still be open if not for the support he received from CAMBA Small Business Services (SBS).

"The small business loan that was extended to me has played no small part in the fact that the business has survived thus far," says Sherman. "My experience as a small business owner, like many others, has been extremely tough and challenging. The current business climate is one that is fraught with pitfalls—customers are cautious, prices are unstable, and people have adjusted their routines and spending."

Originally from St. Lucia in the Caribbean, Sherman came to NYC with his parents when he was just seven years old. Since then, Brooklyn has been an integral part of Sherman's identity. His business brings a bit of the island to Brooklyn.

Sherman named it Blue Star Parlor because his grandmother had a restaurant in St. Lucia by the same name. Located on Cortelyou Road, Blue Star Parlor serves up "American Fare with a Saint Lucian Flair," including dishes like salt fish pockets served with house-made tamarind fish sauce and mango jalapeno pepper sauce, tamarind wings with green banana balls, and desserts like mango pineapple cookies.

For Sherman, SBS offered his business a lifeline of support—and he feels strongly that small businesses like his are integral to the vitality of Brooklyn.

"Great ideas, passion, and centers of communities are lost when small businesses close," says Sherman.

More than 600 individuals took advantage of CAMBA Small Business Services workshops and trainings during the 2023 program year

230 **entrepreneurs and small businesses were served by CAMBA SBS, including 14 newly-created small businesses**

Housing Stability

CAMBA Evergreen Resident Reflects on Best Care He Received During Worst Time of His Life

Prior to arriving at CAMBA's Evergreen Family Residence in the Bronx in December 2021 with his family, Hose Veeris faced mounting challenges to his health and his family's stability. Shortly after a being injured in a car accident, Hose got the terrible news that he had leukemia. Already experiencing financial hardship, Hose realized that he and his family's mounting bills would soon leave them homeless. Rather than leave his wife Belkis and his daughter to fend for themselves in the event that he didn't make it, he reached out to NYC support services for help so he knew they would have a roof over their heads. The family was provided temporary shelter at Evergreen.

Immediately upon arriving, Hose was struck by how loved and cared for they all felt by the Evergreen staff.

"CAMBA was an experience that I never expected a shelter to be, with so many wonderful people," says Hose. "I felt love from everyone—the social workers, the custodians, everybody—they would say to me, 'Hey, Mr. Veeris, how are you, man?' How are you feeling?' I would usually respond with, 'I feel so-so. I'm doing the best I possibly can.'"

During their time at Evergreen, CAMBA assisted the family with submitting their applications for social security and food stamp benefits. One of CAMBA's housing specialists assisted the family with completing multiple housing applications and they were eventually selected for an apartment in a NYCHA development. They even met Mayor Eric Adams when he visited Evergreen to donate laptops to residents with school-aged children—and Hose's daughter was one of the recipients.

In April 2023, Hose and his family were able to move into their own apartment which made Hose feel even more gratitude.

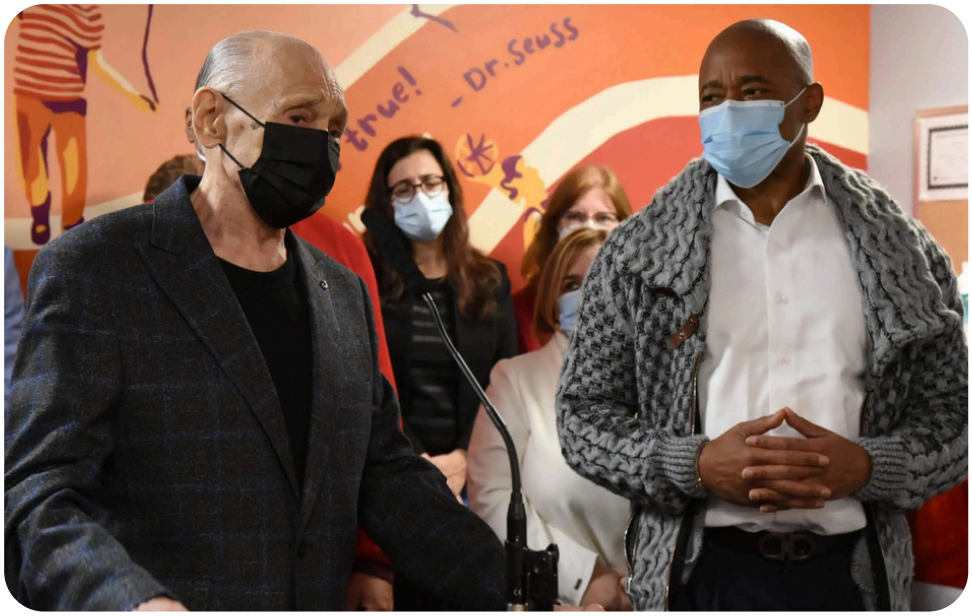
"Every night before bed, I do my meditation and I say my prayers and I look at the ceiling of my bedroom and I say, 'God, thank you for this roof that you give us, for this apartment, for all of this,'" says Hose. "It's quiet. Nobody bothers us here. Nobody disturbs our peace. It's a wonderful place."

Hose is now getting stronger cancer treatments as the leukemia recently spread to his bones.

"The treatments I'm going through are very difficult, but I can't not do it. I have no choice at all. It's going to be for the best."

Even with his limited mobility and the toll the chemo is taking on his body, Hose still wants to bring pizza to the Evergreen staff sometime soon, as a thank you for the generosity and care they showed to his family during their stay.

"I am very, very, very grateful—extremely grateful—to CAMBA," says Hose. "Everyone was so gentle and nice and would check on me daily. They treat you like a human being. They always treated me with dignity. That's something that you don't forget."



96% of families placed in permanent housing in 2022 maintained their housing for at least one year

Brooklyn Drive Down Diabetes (B3D) Helps Brooklyn Man Turn Back the Clock on His Diabetes

Ronald, originally from Haiti, began working with Nutrition Assistants from CAMBA's Brooklyn Drive Down Diabetes (B3D) program in 2023.

B3D addresses the widespread prevalence of diabetes and pre-diabetes in low-income communities of color in Brooklyn, NY, including, but not limited to, Brownsville, East New York, Bedford-Stuyvesant, Crown Heights, Flatbush, and East Flatbush. These neighborhoods have large African American, Afro-Caribbean, and Latinx populations, with disproportionately high rates of diabetes-related morbidity and mortality.

Ronald was first diagnosed with Type 2 Diabetes 10 years ago. Before joining the program, Ronald was taking medication and insulin daily to manage his Diabetes, but he was struggling to plan and correctly proportion his meals.

"Before I joined the program, I was just eating whatever I wanted, whenever I wanted," says Ronald. "They helped me with adjusting my portions and now I know that I cannot eat too much of certain foods."

B3D began working with Ronald immediately and introduced him to the plate method: filling half of the plate with vegetables, one quarter with a starchy food, and one quarter with lean protein.

A different way to portion out a plate of food is just one of the many tools that B3D Nutrition Assistants provide to those living with diabetes, to help them make better food choices.

B3D even provided Ronald with some grocery store gift cards so he could try new vegetables without going over his grocery budget.

In addition to meal planning support, B3D uses personalized diabetes education and counseling, healthy eating resources like container gardening workshops, connections to additional tools like exercise and stress reduction, and much more.

During his six-month assessment, Ronald shared with us that he was still taking his medication and was having good success with planning his meals using the plate method. In addition, he was exercising at least 150 minutes per week, which was helping him manage his stress as well.

"A few months ago, I was diabetic and now I'm only prediabetic. When they told me, I was like 'wow,'" shares Ronald. "The program has really helped me and I'm feeling good."

81% of Brooklyn Drive Down Diabetes (B3D) program participants reported making healthy changes to their diet at their three-month reassessment

Education & Youth Development

CAMBA College Bound Program Graduate Reflects on Her First Year of College

Imani already had two college courses under her belt when she graduated from the School for Human Rights in 2023—and she credits CAMBA College Bound with giving her a jump-start on her higher education.

Aside from taking some college courses, Imani's high school experience wasn't very different from the average student. In addition to her classes, she was also the manager for her school's track & field team.

"I worked really hard to maintain good grades and good attendance and was even named to the honor roll a few times," says Imani.

As she completes her freshman year at Monroe College, majoring in Diagnostic Medical Sonography (Ultrasound), Imani has definitely noticed some differences in college compared to the high school experience.

"It's definitely different from high school, in the sense that you must be solely responsible for your academics," says Imani. "You're expected to keep track of all your deadlines, assignments, and responsibilities without your parents or teachers always reminding you."

Luckily, Imani's experience in CAMBA College Bound gave her a lot of experience with time management skills.

"By exposing me to the rigorous work pattern of a college course while I was still in high school, CAMBA College Bound prepared me for when I encountered such circumstances in college," shares Imani. "CAMBA College Bound helps young students like me by giving them the opportunity to get a head start on college credits, which I can't be more grateful for. They were a really good support system for me during my whole high school journey."

More than 650 students were supported by CAMBA College Bound during the 2023 program year, with high school graduates earning more than $893,000 in college scholarships

100% **of CAMBA College Bound program seniors graduated from high school**

CAMBA Housing Ventures

In 2023, CAMBA Housing Ventures (CHV) accomplished significant milestones on seven affordable and supportive housing developments. We closed on our largest development deal to date, Clarkson Estates. CHV was awarded this former SUNY Downstate site in the second round of the Vital Brooklyn initiative, further expanding our housing-as-healthcare model and repurposing underutilized hospital property.

CHV was honored to secure a funding award from the Weinberg Foundation to support development work focused on housing for seniors and capacity building. Despite rising development costs and increased challenges to bringing affordable housing to New York City neighborhoods, CHV remained focused and committed to developing safe, sustainable, supportive, and permanently affordable housing assets that transform underserved and vulnerable communities.

Clarkson Estates | Flatbush, Brooklyn

Construction commenced on Clarkson Estates, a competitively-awarded site through the State's Vital Brooklyn initiative (328 Passive House homes | $238M in public-private investment):

- When complete, Clarkson Estates will provide sustainable, affordable and supportive housing co-located with healthcare for youth aging out of foster care, homeless young adults, formerly incarcerated individuals, and chronically homeless families, in addition to low-income individuals and families.
- Clarkson Estates will include over 30,000 square feet of impactful community facility space, including a full-court basketball gym, and nearly 15,000 square feet of parking.
- CHV completed the $238 million construction finance closing in March 2023 and immediately commenced construction on the underutilized public hospital property.

The Bronx Grove | Bedford Park, The Bronx

CHV continued construction and began marketing and lease-up activities at The Bronx Grove (323 homes | $165.5M in public-private investment):

- The Bronx Grove will provide two buildings of sustainable, affordable and supportive housing for local community individuals and families, as well as individuals and families referred by the New York City Human Resources Administration (HRA) that include the frail elderly and veterans.
- With both buildings topping out in 2022, the crane was able to be removed from the development site and construction of the landscaped rear yard commenced.
- The interior work at both buildings also commenced.
- The Bronx Grove lottery kicked-off through NYC Housing Connect in February 2023 and ended in April 2023 with over 82,000 applications received!

The Hart | Bedford-Stuyvesant, Brooklyn

CHV continued early-stage construction on The Hart, a competitively-awarded site through the State's Vital Brooklyn initiative (57 homes | $39M in public-private investment):

- The Hart will provide much-needed sustainable, permanently affordable and supportive housing with 5,000 square feet of co-located medical care for frail/elderly homeless seniors, homeless families living with serious mental illness, and low-income individuals.
- Subsurface structural work was completed in the fall.

CAMBA Housing Ventures, cont.

NYCHA/HPD RFP Award | Kingsborough | Crown Heights, Brooklyn

CHV was awarded the site for Kingsborough (200 senior homes | $123M in public-private investment) through NYCHA's and NYC HPD's Senior First initiative in late June 2023:

- Kingsborough is designed to Passive House standards to maximize energy efficiency and lower utility costs.
- It will provide supportive and affordable senior housing with onsite CAMBA supportive services and over 7,000 square feet of CAMBA community facility space focused on health and wellbeing, and economic empowerment for the community.

Buckingham | Port Richmond, Staten Island

At Buckingham (36 homes representing $12M in public-private investment), we reached two milestones:

- All 14 lottery units were leased-up by February 2023, preserving much-needed affordable and supportive housing.
- The Preservation League of Staten Island honored the development with their Historic Preservation Bronze Award in May 2023, acknowledging the deep historical nature of the building which was brought back to life post-Superstorm Sandy. CHV's tenant-in-place rehabilitation work ensured the original residents have a newly renovated and healthy home to age in community.

CHV's Year 15 Portfolio:

Morris Manor (46 homes | $8.4M in original public-private investment) in Flatbush, Brooklyn and 880 Willoughby (100 homes | $15.6M in original public-private investment) in Bushwick, Brooklyn:

- Both reached the end of their Year 15 Low Income Housing Tax Credit compliance period in late 2022. Successfully meeting the LIHTC obligations is a huge accomplishment for both buildings and the CHV operations team.
- CHV became the sole member of Morris Manor's ownership entities by completing the investor exit process with Enterprise Community Investment and NYC HPD.
- In June 2023, the investor exit was complete for Morris Manor, with the same process for 880 Willoughby nearing completion.
- Both developments are in excellent condition thanks to CHV's operations and property management teams handling ongoing repairs and maintenance diligently.

By the end of 2023, CHV has leveraged over $1.2 billion in public-private investments. CHV has created, partnered to create, or in construction and predevelopment nearly 3,000 affordable, supportive homes for over 7,500 New Yorkers.

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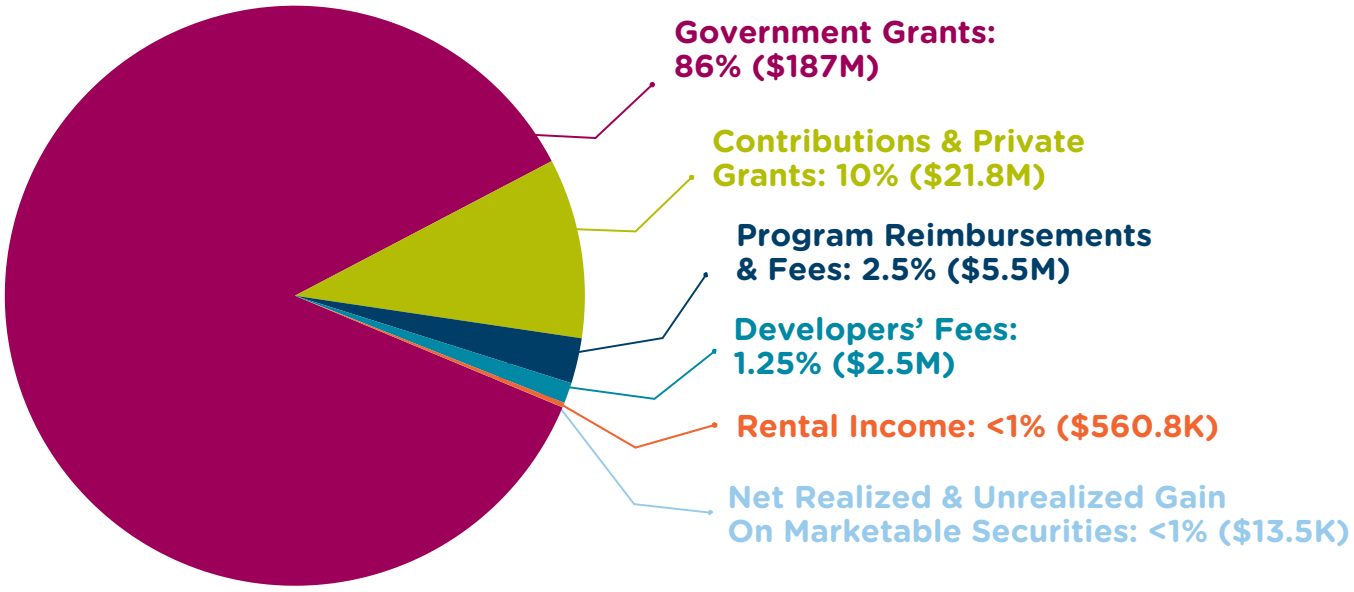
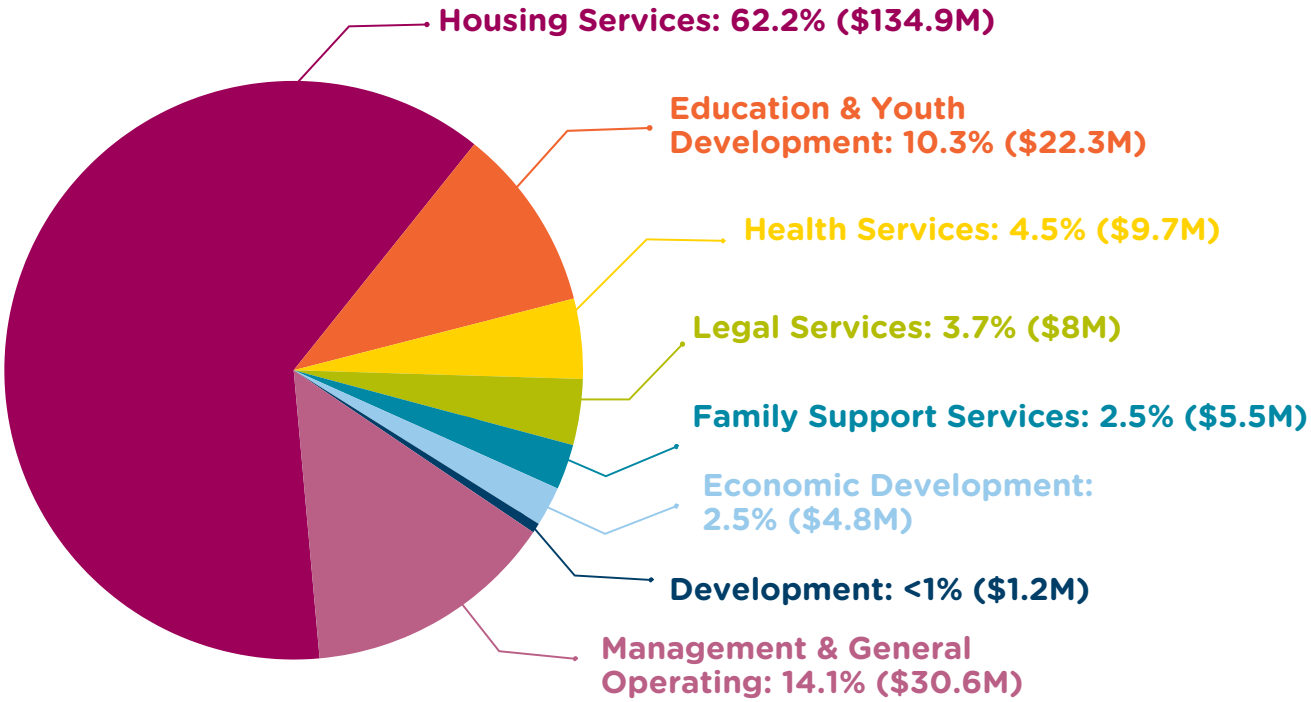
Some of the services we've been able to provide to New Yorkers in need, thanks to the generosity of our donors:

- Healthy and nutritious groceries for hungry families
- Mentoring and support to help students become the first in their family to go to college
- Job coaching for newly-arrived immigrants to learn English and start a career
- Independent living classes to teach valuable skills of daily living to formerly homeless tenants now in supportive housing
- Legal services for those at risk of eviction and homelessness

Thank you!

2023 Financials

Annual Revenue
Fiscal Year 2023



Expenses by Program Area
Fiscal Year 2023