

BETTER BEGINS HERE

INSTITUTE FOR
COMMUNITY
LIVING



INSTITUTE FOR COMMUNITY LIVING



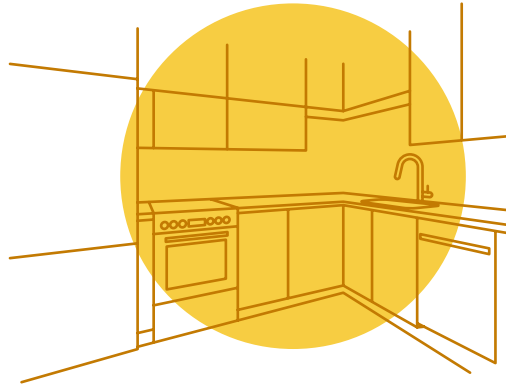
WE DELIVER WHOLE- PERSON CARE.

Dedicated teams,
coordinated support,
and individualized
services drive our work.



FAMILIES MATTER TO US.

Finding ways to keep
adults together with
their children is central
to our approach.



WE INVEST IN STABILITY BEYOND CRISES.

We create pathways
for adults, children,
and families to stabilize
and thrive.



INNOVATION DRIVES US.

We build out new services
and close gaps across
the continuum of care.

PEOPLE GET BETTER WITH US.

Dear Friends,

Across New York City, the consequences of untreated mental illness, substance use disorder, and housing instability are increasingly visible.

In 2025, ICL helped lead the conversation about how to respond. Policymakers, health systems, and government leaders turned to ICL for solutions. That recognition of our leadership in the field reflects decades of developing innovative programs, closing gaps in care, and delivering results for New Yorkers facing some of the City's most complex challenges.

Every day, we focused on addressing emerging needs of the people we serve and the people who have been left behind. **The result: more people got better with us.**

Better in 2025 began with more stable housing. Better began with quality treatment. And better began with our whole health care approach that serves the whole person through collaborative patient-centered teams and integrated and coordinated services.

We launched and expanded services that support behavioral health needs. We innovated new models of care. We also opened a new residential building and advanced the construction of three other developments that will together provide over 700 units of housing for New Yorkers.

ICL has been successful because we are committed to a culture of kindness and person-centered care, especially for individuals who have lost trust in the systems meant to support them. We continuously evaluate and improve our services through participant feedback. The results speak for themselves: 88% of participants report being satisfied with the services they receive, a reflection of the dedication and compassion of our staff.

As we continue to build stronger pathways to brighter futures for the people who rely on ICL every day, we thank you for being on this journey with us and for your unwavering support.

Sincerely,

Jody Rudin

Chief Executive Officer

Lisa J. Kleist

Board Chair

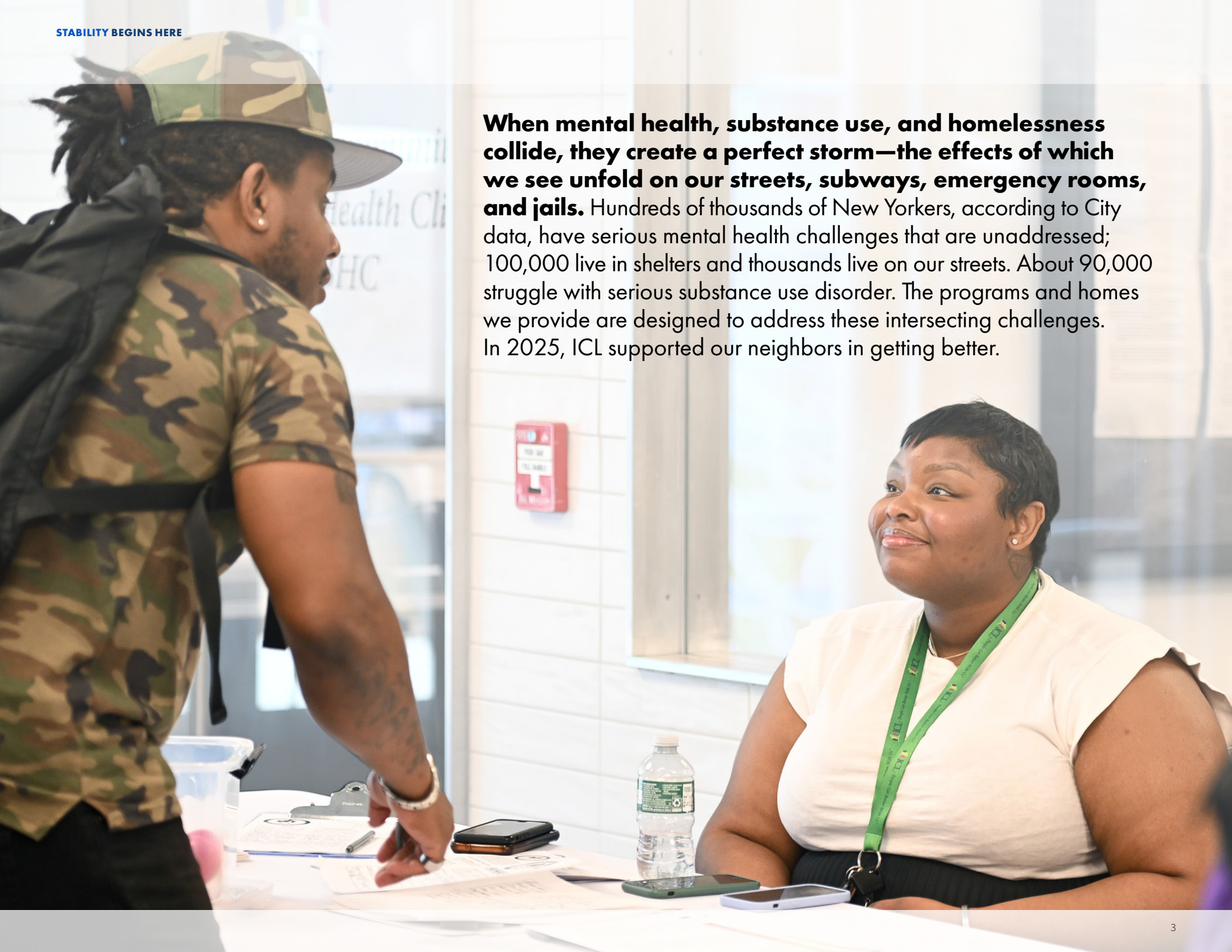


Jody Rudin



Lisa J. Kleist

**STABILITY
BEGINS
HERE**

A man wearing a camouflage t-shirt, a camouflage baseball cap, and a black backpack is standing and leaning over a table. He is looking at a woman who is sitting at the table. The woman is wearing a white t-shirt and a green lanyard with a badge. They are in a room with large windows in the background. On the table, there are papers, a water bottle, and some other items. The man has a tattoo on his left arm. The woman is smiling and looking up at him. The background shows a sign that says "Health Clinic" and "SHC".

When mental health, substance use, and homelessness collide, they create a perfect storm—the effects of which we see unfold on our streets, subways, emergency rooms, and jails. Hundreds of thousands of New Yorkers, according to City data, have serious mental health challenges that are unaddressed; 100,000 live in shelters and thousands live on our streets. About 90,000 struggle with serious substance use disorder. The programs and homes we provide are designed to address these intersecting challenges. In 2025, ICL supported our neighbors in getting better.

2025 BETTER BY THE NUMBERS



10,000 children and adults participated in our comprehensive housing, health care, and recovery services



3,400 people called ICL home each night

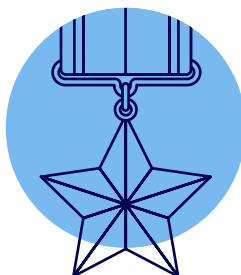
2,614 individuals were served at our mental health and substance use clinics



3,155 children and young adults were supported through housing and clinical programs



806 individuals with the most serious challenges were served by mobile treatment programs



153 veterans successfully transitioned out of shelter and into permanent housing



86% of clients said program staff help them reach their health goals



84% of clients said their life has improved because of our programs



73% of mobile program (ACT team) participants avoided psychiatric hospitalizations



74% of mobile program (ACT team) participants stayed on their medication and took them as prescribed



95% of our Intellectual & Developmental Disabilities (I/DD) residents were satisfied with the support they receive

RECOGNIZED AS LEADERS IN THE FIELD



New Partnerships with City Agencies



In 2025, ICL partnered with NYC Health + Hospitals on a program to help medically vulnerable New Yorkers with their recovery and a program with the Department of Social Services to create a new housing model to help families exit shelter.

ICL Opinions Advance Changes that Improve Care

We published numerous op-eds on advancing policies to better support New Yorkers in crisis.



ICL's Awards and Recognition

PoliticsNY
Nonprofit
Power Player

**CITY &
STATE NY**
Top Mental Health
Provider

BETTER CARE ACROSS NEW YORK CITY

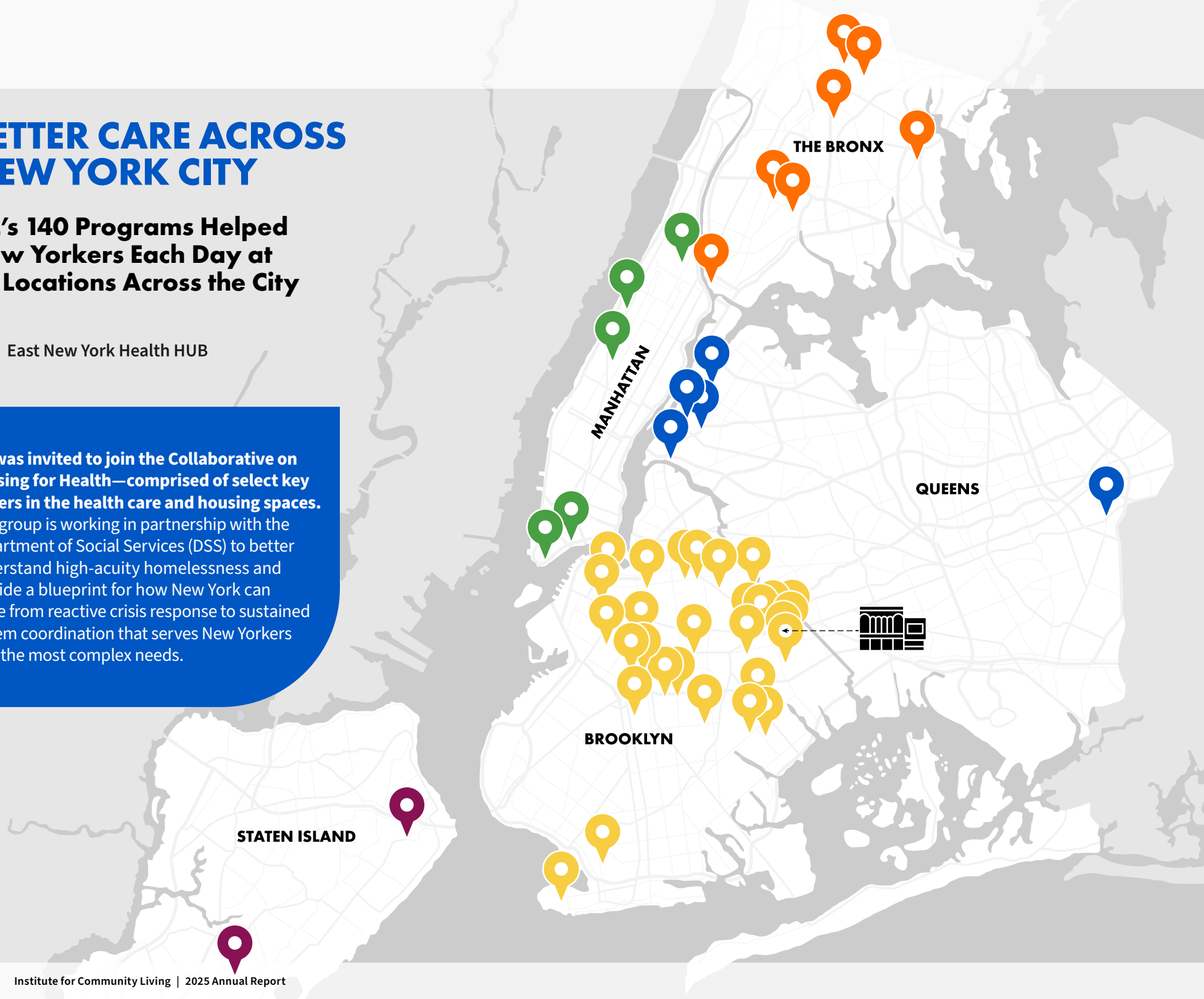
**ICL's 140 Programs Helped
New Yorkers Each Day at
48 Locations Across the City**



East New York Health HUB

ICL was invited to join the Collaborative on Housing for Health—comprised of select key players in the health care and housing spaces.

This group is working in partnership with the Department of Social Services (DSS) to better understand high-acuity homelessness and provide a blueprint for how New York can move from reactive crisis response to sustained system coordination that serves New Yorkers with the most complex needs.



**HOUSING
BEGINS
HERE**

At ICL, we believe all people need a safe and welcoming place to call home.

Too often, people who struggle financially and need subsidized housing are relegated to substandard housing. We are working to change that equation—giving more people the kinds of apartments, in the types of buildings, where we all would want to live.

We take the whole person into account and many of our housing properties connect individuals and families to the coordinated services and care they need. This makes it more possible for them not only to live, but to thrive.

ICL knows a home can be both affordable and beautiful—and in 2025 we made huge strides in showing what's possible with the opening of The Atlantic and by advancing several other housing projects to be ready for ground breaking.



The Atlantic

A New Standard for Supportive Housing

Walk into The Atlantic, our newest affordable housing development, and you may be surprised. From the lobby to the lounge, gym, and rooftop terrace, the building looks and feels like the kind of amenity-rich place New Yorkers pay market rate rents to live in. But in the fall of 2025, the building opened and began welcoming tenants who had been living in shelters. It's part of our effort to redefine what affordable housing should look like.

Thanks to an innovative public-private partnership with the NYC Department of Social Services and Camber Property Group, under the City's Affordable Housing Services (AHS) program, 183 apartments are occupied by adults and families moving out of shelters. These new residents not only enjoy beautiful homes with sweeping views of the Brooklyn and Manhattan skylines, they also have access to on-site supportive services and our



East New York Health HUB, located a few blocks away, offering a full suite of health services. It's part of our expanding efforts to focus on whole health, ensuring people get better with us by addressing all their health needs.

For the New Yorkers living at The Atlantic, these beautiful new homes are a foundation for stability, whole health, and opportunity.

Victor and Rosa: At Home at The Atlantic

The day they moved into The Atlantic, Victor and his mother, Rosa, had a place to call home. Every day when they turn the key to open their door, they know they are exactly where they belong.

Victor and his elderly mother, Rosa, were living in a shelter after a rent increase pushed them out of their apartment. With Victor serving as his mother's full-time caregiver, they had little financial flexibility and nowhere else to go. The hardest part for Victor was the strain on his mom.

"In the shelter, we had to share a room with other people. Privacy was limited and space was tight," Victor shared. Stability for him and his mom felt out of reach.

What Victor wanted most was simple: a permanent place where he could continue caring for his mother with dignity and love. That opportunity happened when they became one of the first families to move into The Atlantic. When Victor learned they would receive a two-bedroom apartment, the relief was immediate.

Today, their new home has changed their daily lives. With rent now affordable, their limited income is no longer consumed entirely by housing costs. There is room in the budget for small but meaningful things, including Rosa's hair appointments and occasional help from a home health aide—so Victor can step out for a few hours. Victor, the family chef, also finds joy in his nice, new kitchen where he cooks dinner for family and friends. At The Atlantic, Victor and Rosa have found home.



New York City faces a serious housing shortage. However, buildings alone won't solve our crisis.

Many people, including families with young children, young adults leaving residential care, and individuals with serious mental health challenges need more than a nice roof over their heads. Our pipeline of new buildings will not only be affordable, they are designed to support the needs of various New Yorkers facing housing insecurity.

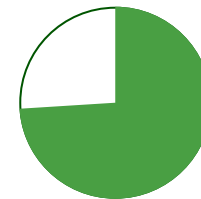


Emerson-Davis Family Center

Keeping Families Together

As data shows, being separated from a parent is one of the most traumatic childhood events and has lasting repercussions. Our Emerson-Davis Family Center in Clinton Hill, Brooklyn, is one of the only programs of its kind in the country to provide housing and support services to parents who have experienced homelessness, face mental health challenges, and are at risk of losing custody or are seeking reunification with their children. But, after three decades of keeping families together—the original building no longer provided the space we wanted for the families in our care.

In 2025, we closed on financing to demolish and rebuild Emerson-Davis. The new building, which is scheduled to open in 2027, will include 61 supportive housing units and 41 deeply affordable homes for households earning up to 60% of the area median income.



Emerson-Davis has helped more than 74% of residents reunify or remain with their children.



Renova West

Offering Housing and Whole Health

Residents living in the South Bronx continue to experience among the worst health outcomes anywhere in New York. Our newest development is set to address that. Renova West, a 266-unit, 100% affordable and supportive housing development in the Bronx neighborhood of Morrisania on 161st Street, will include 160 supportive apartments, which will be reserved for formerly homeless households and

individuals with behavioral health needs, who will have access to on-site support services provided by ICL.

The development will also house our new Bronx Health HUB, which will bring physical health care, behavioral health services, and other wellness services under one roof for building and community residents.

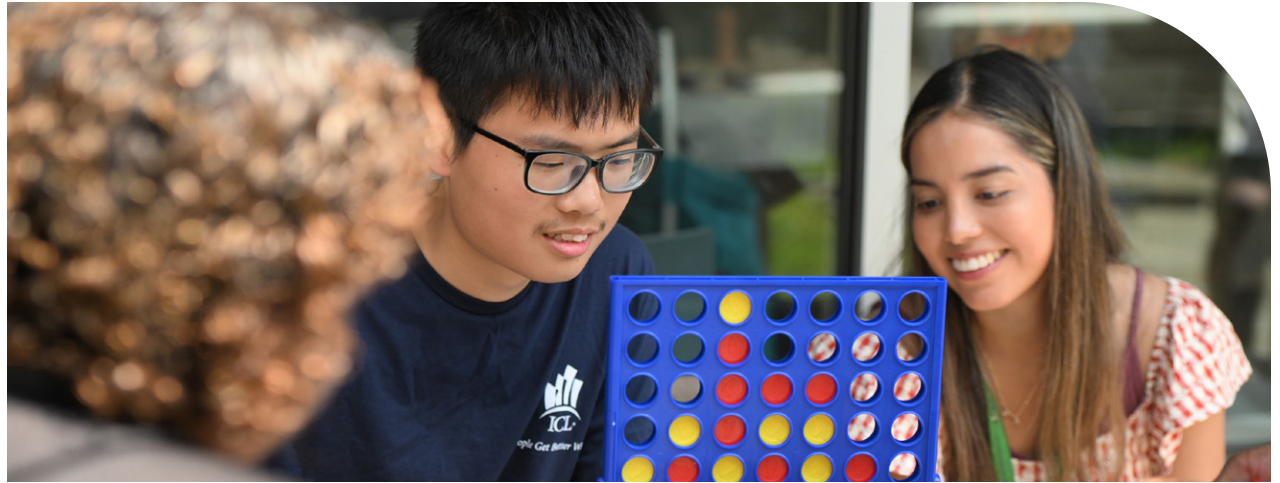
By removing barriers to care and making services accessible where people live, Renova West advances our whole health model that strengthens housing stability and promotes health equity.



Jarrar

ICL Housing Programs Supporting Youth

Jarrar came to ICL's Linden House in November 2023, when she was 16, after a hospitalization related to self-harm. The Linden House is a residence for young people that offers 24/7 services ranging from medication management to skills development to substance use support. Today, Jarrar has graduated to a more independent setting, living in her own ICL apartment with support services, working, and attending college.



Enhanced Young Adult Supportive Housing

Building Independence

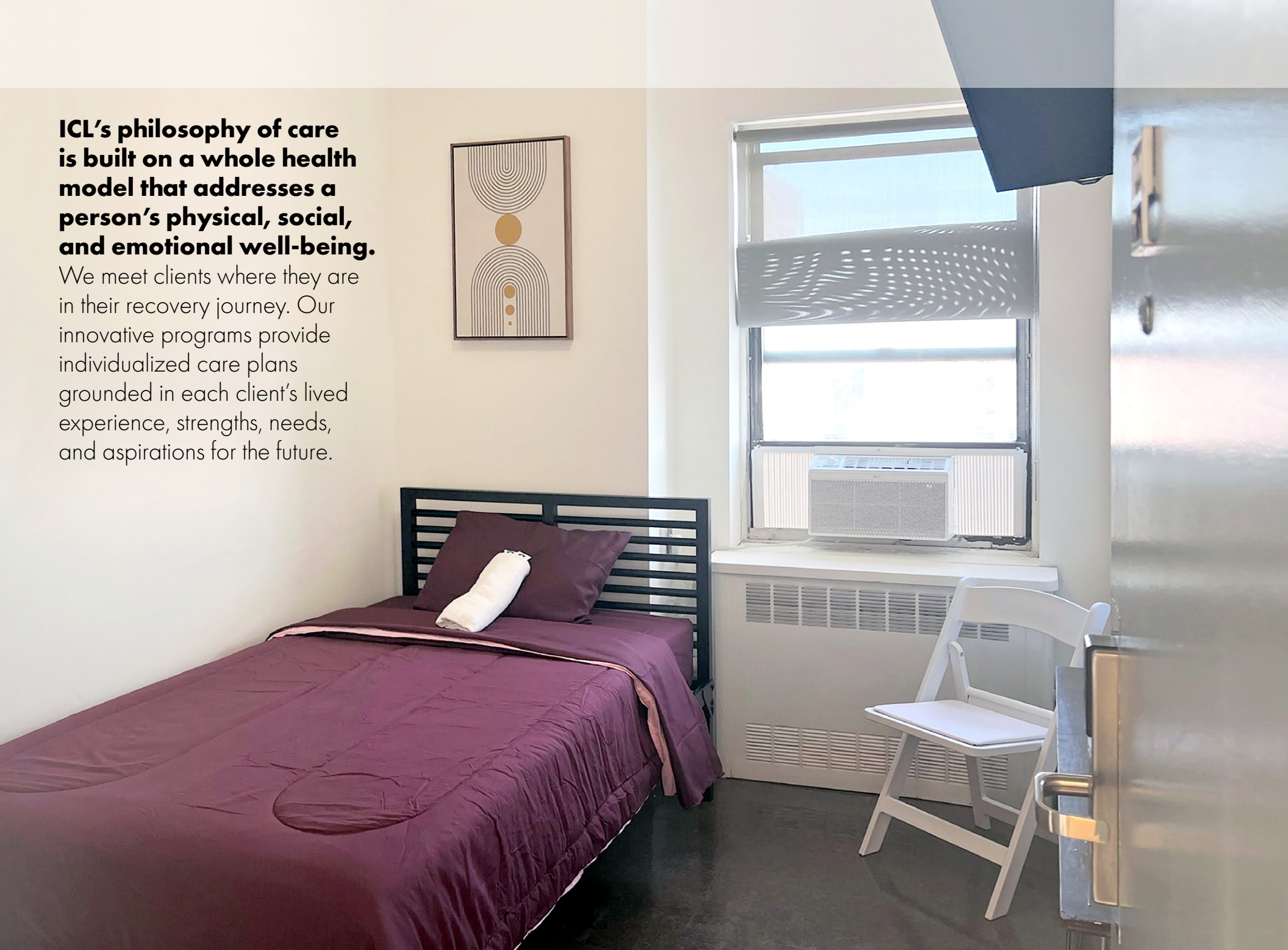
New York City has high rates of youth in foster care and residential treatment centers, yet supportive housing options are still lacking for young people aging out of these systems. Behind every statistic is a child navigating fear, uncertainty, or loneliness. ICL is stepping up to meet these urgent and evolving needs, expanding our continuum of care and housing options to ensure children and young adults receive the right support at the right time.

In 2025, we opened a new 25-bed supportive housing program for youth ages 18 to 25, adding to our already extensive portfolio of 11 housing programs serving 300 children and young adults.

**RECOVERY
BEGINS
HERE**

ICL's philosophy of care is built on a whole health model that addresses a person's physical, social, and emotional well-being.

We meet clients where they are in their recovery journey. Our innovative programs provide individualized care plans grounded in each client's lived experience, strengths, needs, and aspirations for the future.





The Medical Respite Program

Providing a Space to Heal

Providing person-centered care that supports individuals to get better and stay better beyond a crisis—is at the heart of what we do. Through our innovative Medical Respite program, run in partnership with NYC Health + Hospitals, we provide unhoused New Yorkers with a comfortable place to heal and receive follow-up care upon discharge from the hospital. It's a human and holistic approach to healing that does more to help people, by spending less.

The Medical Respite program is one example of ICL's commitment to creating opportunities for people to not just exit crisis situations, but to stabilize and thrive.

For many New Yorkers experiencing homelessness, getting out of the hospital means returning to shelters or the streets—environments

that are not ideal for receiving follow-up care and often lead to repeat hospitalizations.

In 2025, our 50-bed respite program provided 270 people with a safe place and comfortable bed where they could continue their recovery, receive medical care, manage their medications and keep them safely refrigerated, and reconnect to supportive services.

Our 50-bed Medical Respite program saves the hospital system an estimated \$10 million a year.

Ricky

Healing Beyond the Hospital

Ricky was homeless and living on the street when his health began to worsen. After a visit to Bellevue Hospital, he was referred to our Medical Respite program.

At first, he had difficulty adjusting to the new environment, and he even considered leaving. When our staff noticed Ricky was having a hard time, they stepped in. *"They put me in a positive mood,"* Ricky says.

While in Medical Respite, Ricky received help staying on top of medical appointments and medication, and keeping important documents—like his ID and Social Security card—in order. The routine and reminders helped him stay focused and stable.

Before entering this program, Ricky had already applied for and received Section 8 housing, which made his transition out of the program smoother. Today, he is housed and focusing on taking care of himself.

When asked what Medical Respite means to him, Ricky doesn't hesitate. "Everything. Everything." He adds, "If it wasn't for that place, I don't think I'd be where I'm at right now."

Healing is a journey that requires thoughtful support and programs that center the individual through whole person care. At ICL, we meet the folks who access our programs exactly where they are—with compassion and care.



**HEALING
BEGINS
HERE**

THE STEP-DOWN TREATMENT ENSURES PERSONAL SUCCESS (STEPS) PROGRAM

For individuals with the most severe and persistent mental illness—those too destabilized for traditional outpatient services, often living unsheltered and in acute crisis—Intensive Mobile Treatment (IMT) and Assertive Community Treatment (ACT) programs provide unparalleled support and outcomes.

But, today, roughly 1,300 individuals in New York City sit on waitlists for IMT and ACT services because for too long, there was no program available to those on IMT or ACT who are ready for less intensive care.

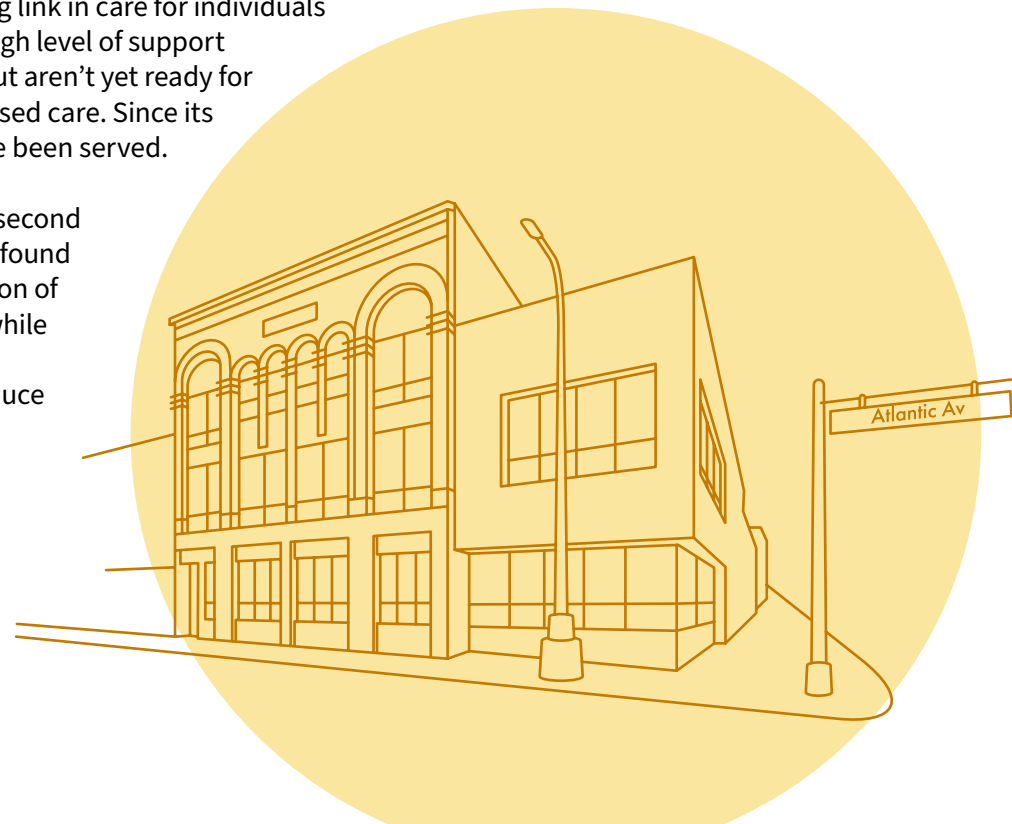


STEPS

Filling a Critical Need by Closing a Gap in Care

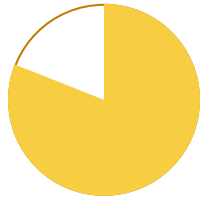
STEPS addresses a missing link in care for individuals who no longer need the high level of support provided by IMT or ACT, but aren't yet ready for traditional community-based care. Since its inception, 150 clients have been served.

A 2025 analysis of STEPS' second year (of a three year pilot) found the program costs a fraction of more intensive services, while maintaining strong client outcomes and helping reduce waitlists citywide.

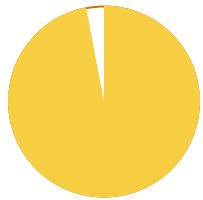


STEPS BY THE NUMBERS

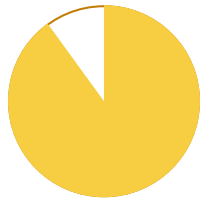
People who have participated in ICL's STEPS program have made strides in their health, recovery, and lives.



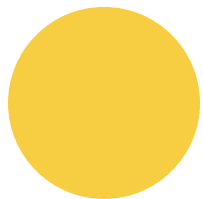
81% were
adherent to their
medications



97% were
housed during their
time in the program



89% were
not hospitalized
while in STEPS



100% were
not incarcerated during
their time in STEPS

Brandon: Building Independence Through STEPS

Today, Brandon's future is bright, but his life has not always been easy. In 2020, Brandon was released from Rikers Island and entered the shelter system. Reintegrating into the community following incarceration proved difficult and Brandon was hospitalized.

Our Intensive Mobile Treatment (IMT) team was persistent, visiting him in the hospital and building trust. After being discharged,

Brandon met weekly with his IMT team, who helped him with everything from medication management to applying for supportive housing.

Eventually, Brandon moved into a safe, permanent home—a place where he could finally rest, reset, and start to rebuild. He also completed a work training program and felt stable for the first time in over a decade.

STEPS helped Brandon build his independence and ensured his stability. Today, after a few years of successfully living independently and with his crises in the rear view mirror, Brandon is ready to move on to ICL's community-based programs where we will continue to support him through our whole person approach and coordinated services.

He's looking forward to the next chapter in life, where he hopes to find a steady job and continue to feel secure in the future. We'll be alongside him throughout his journey.



Core to ICL's values is a whole health approach to care that integrates mental health care, physical health, housing, and social support.

Today, we work with the City to close the gaps in the mental health system, building and piloting innovative programs that reach people who have been failed by other approaches.



Health Connect Program

Delivering Better Care

Health Connect is a new ICL initiative designed to improve outcomes for people living in our scattered-site supportive housing—a model where individuals are housed in apartments throughout a community—rather than in buildings with on-site support that are in short supply.

The program fills a gap we see in existing care. While standard scattered-site housing care typically includes monthly visits, we recognize

that individuals with complex needs benefit from more consistent and integrated care.

Health Connect offers comprehensive, whole person health services, including preventive care, mental health, and substance use recovery. By addressing health needs early and continuously, Health Connect reduces hospitalizations, overdoses, and incarceration.

Of the 145 participants in 2025, 90% maintained their housing and 35 clients have successfully graduated from the program, meaning they no longer need a high level of care.



The Children's Health Home

Helping Families Navigate Complex Care

Managing a child's chronic medical and behavioral conditions can put a heavy burden on caregivers, especially those caring for a child diagnosed with intellectual and developmental disabilities. Managing medical appointments, school accommodations, and the emotional weight of uncertainty can feel unmanageable. Too often, this leads to gaps in care, added stress, and preventable health crises.

Our Children's Health Home provides community-based, culturally competent, and trauma-informed care coordination for Medicaid-enrolled children under 21. By integrating medical, behavioral, developmental, and social services, the program helps families navigate the system more effectively and access the care their children need.

90% of participants are connected to medical care and the majority have avoided hospitalization; the majority are actively participating in school programs supported by Individualized Education Programs, while others are being guided toward GED pathways.

A Mother and Her Son

Navigating Care Together

For Doris and her son, ICL's Children's Care Coordination team made all the difference. An ICL Care Coordinator has been at the center of this family's support network, collaborating directly with school officials to ensure that his educational journey is not disrupted. This advocacy has helped secure the appropriate accommodations he needs to stay on track academically.

Beyond school support, ICL connected the family to specialized providers and helped navigate complex health care systems.

Stories like this one reflect what the Children's Care Coordination team strives for every day: holistic, compassionate support that meets families where they are and helps children thrive—in school, in health care, and in life.

Doris says, "I would like to express my gratitude to the team for the exceptional support provided to my son. I am deeply thankful for the dedication, communication, and compassion they continue to show. Their ongoing support has had a truly positive impact on my son's life."

**LEADERSHIP
BEGINS
HERE**

ICL LEADERSHIP

**Our work is powered
by 1,487 staff members
serving New Yorkers
at ICL locations across
the five boroughs.**

Board of Directors

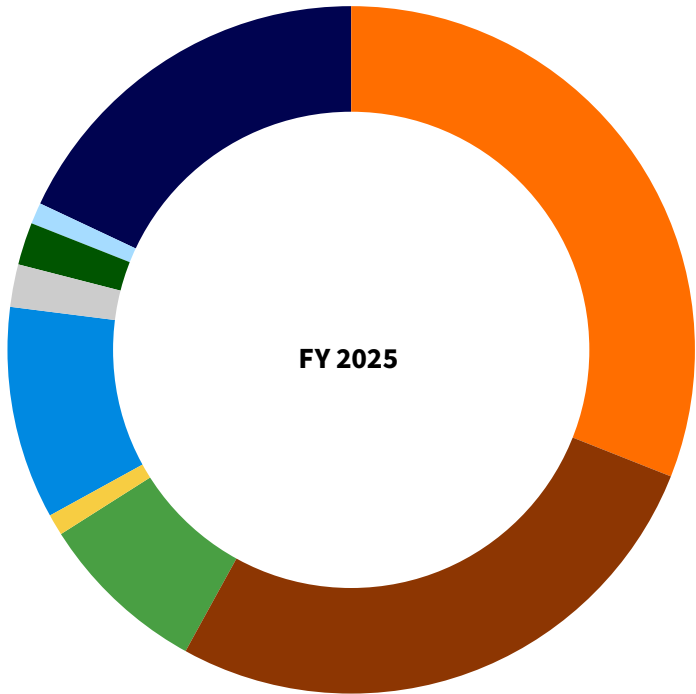
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Christiana Gozo <i>Chief Data, Impact and Quality Officer</i>		

FINANCIALS

ICL Expenses	FY 2025	
MH Residential Services	68,015,215	31%
Homeless Services	58,348,444	27%
OPWDD Residential Services	17,206,518	8%
Children and Family Services	1,282,765	1%
Community Support Services	22,972,419	10%
Health Homes	4,535,670	2%
Clinic Services	3,883,623	2%
Other Programs	3,068,622	1%
Management & General	40,312,908	18%
Total	219,626,184	



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Paul DeMello

Edelman Sultan
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Hunter McQuiston
MDG Design &
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MetroPlus Health

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Construction LLC
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Edward Tabasky
Ellen B. Tabor
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Kristin Woodlock

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Mary Aranas
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De Islands Corp
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Gary Parker
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Thomas Donato
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ICL helps New Yorkers with behavioral health challenges live healthy and fulfilling lives by providing comprehensive housing, health care, and recovery services. Our vision is to be a national model of whole health care for people with behavioral health challenges.