Dear Friends,

Looking back on 2013, I am proud of our successes and grateful to you — the staff, donors and volunteers — who are helping us make a profound difference in the lives of thousands of Oregonians every day.

“Success” takes many forms at Central City Concern because it is measured alongside each individual’s unique potential. The two stories at left illustrate this.

We ask ourselves, “Can this individual — newly housed, clean and sober and of strong mind and body — earn an income and contribute meaningfully to our community?” If the answer is yes, then we at Central City Concern do everything in our power to help that person achieve this level of self-sufficiency. We start by providing training and a job. When there is interest, we also help someone pursue a longer-term strategy to achieve a higher income potential through education and ongoing professional development. If paid work is not an option, we ask, “Can this individual be a good parent? A loyal friend? A mentor and advocate to others who are seeking a new chance in life?”

Our nearly 700 staff members and hundreds of volunteers work equally hard to unleash the potential for good that is within the heart of each person who comes to us for help.

In some cases, we meet people only after many years of unhealthy and dangerous living have taken an irreversible toll. For these individuals, our goals are very simple. We seek to provide a safe home, access to healthy food, appropriate care for their physical and mental health needs and the love of a supportive community. Our support comes without judgment. Every individual and family is respected, appreciated and remembered.

At Central City Concern, we are committed to ensuring that our community’s core values of equity and mutual caring continue to be a living reality. We know that circumstances can change in surprising ways during a lifetime, and that personal transformation is possible at every stage of life. We believe that our community is strengthened in countless ways each time we stand together to help someone unleash their inner potential for good.

Thank you for your concern, support and generosity,

Ed Blackburn
Executive Director
Health & Recovery

- Nearly 3,000 people engaged with recovery programs at CCC.
- Old Town Clinic and Old Town Recovery Center provided holistic care to nearly 5,000 patients.
- Old Town Clinic Pharmacy doubled its capacity thanks to an extensive remodel and donor support.
- Urgent Care Clinic — evening and Saturday hours — diverted 2,398 patient visits from emergency rooms.
- “Enrollers” helped nearly 1,000 people enroll in Medicaid or private insurance during 2013 and work continues on this front.
- CCC announced Eastside Concern with recovery support and culturally-specific programming.
- Rachel Solotaroff, Medical Director for Central City Concern received Oregon College of Oriental Medicine Individual Partner in Healing Award.
- Multnomah County received the National Association of Counties Achievement Award for CCC’s BEST program that helps disabled, homeless individuals attain benefits.

Affordable Housing/Supportive Housing

- CCC maintains approximately 1,600 homes for low income individuals and families. In 2013, we improved a number of our current buildings:
  - Completed Letty Owings Center exterior renovation that included roof replacement, energy upgrades, exterior paint and renovated front entry.
  - Completed energy upgrades and ADA improvements at the Henry building for Veterans.
  - Completed insulation and window improvements at Taggart Manor family housing.
- CCC won an Asset Champion Management Award from Oregon ON.
- Our staff shared the national spotlight in conversations about Housing Choice,* presenting at the National Alliance to End Homelessness, the National Healthcare for the Homeless Council and Housing First conferences.

*Housing Choice honors the value of different kinds of housing and services based on client choice.
Employment & Social Enterprises

- CCC’s Employment Access Center secured 509 jobs for people at an average pay of 15% above the minimum wage.
- Nearly 200 local businesses hired individuals from our employment programs.
- 100 people graduated from the Community Volunteer Corps that provided approximately 12,000 hours of community service.
- 60 individuals employed in our Clean & Safe training program.
- Central City Bed®, developed in 2010, began earning a profit and its design is patent-pending. It has been sold to customers in more than six states.
- Central City Coffee™ strengthened its distribution and is now available in 17 grocers in the greater Portland metro area.

Brian Kennedy, Environmental Services Manager at Providence Park, (second from left) has hired more than 100 Central City Concern clients over the past ten years. He calls himself the “second chance guy,” and says the people he hires from CCC are more motivated than many others. Moriah Krussow (far right) pre-qualifies candidates and brings him people who she knows will be a good fit. Brian recently hired Lonnie Rogers (far left); he hired Billy Bankhead (at right) more than a year ago.

Fiscal Health

Audited, year ending June 30, 2013

REVENUES AND SUPPORT

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants &amp; Contracts</td>
<td>$17,605,791</td>
</tr>
<tr>
<td>Donations, grant and special events</td>
<td>$994,605</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$1,634,599</td>
</tr>
<tr>
<td>Health &amp; chemical dependency services</td>
<td>$13,724,377</td>
</tr>
<tr>
<td>Portland Business Alliance</td>
<td>$1,574,507</td>
</tr>
<tr>
<td>Management &amp; development fees</td>
<td>$559,437</td>
</tr>
<tr>
<td>Workforce program</td>
<td>$1,377,579</td>
</tr>
<tr>
<td>Interest</td>
<td>$1,026,185</td>
</tr>
<tr>
<td>Other</td>
<td>$2,554,873</td>
</tr>
<tr>
<td>Less pass-through revenues to non-owned housing operations</td>
<td>($76,500)</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$1,006,809</td>
</tr>
<tr>
<td><strong>Total net operating revenue</strong></td>
<td><strong>$41,982,262</strong></td>
</tr>
</tbody>
</table>

OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and recovery</td>
<td>$22,021,592</td>
</tr>
<tr>
<td>Supportive Housing</td>
<td>$3,342,539</td>
</tr>
<tr>
<td>Housing management</td>
<td>$6,180,844</td>
</tr>
<tr>
<td>Workforce programs</td>
<td>$933,244</td>
</tr>
<tr>
<td>Business services</td>
<td>$3,176,811</td>
</tr>
<tr>
<td>Other programs</td>
<td>$183,583</td>
</tr>
<tr>
<td>Administration</td>
<td>$5,838,382</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$395,921</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$42,072,916</strong></td>
</tr>
</tbody>
</table>

Excess (deficiency) of revenues and support over operating expenses: $(90,654)
Non-operating activities: $10,695
Change in net assets: $(79,959)
Net assets, beginning of year: $18,264,173
Net assets, end of year: $18,184,214
Partners, Friends and Visitors

- 8,570 hours of volunteer hours (140 volunteers) helped Central City Concern’s operations at nearly every level.
- 869 individual donors, 235 donors of in-kind items, 98 corporate/foundation donors and 28 civic groups.
- Central City Concern met with visitors from all over the U.S. and the world, including Indonesia, Netherlands, France, England, Canada and China.
- Keep up with Central City Concern news! E-newsletter, Facebook, Twitter and YouTube links all available at www.centralcityconcern.org.

BOARD OF DIRECTORS
Rob Teach, Board Chair • Bill Wiechmann, Board Vice Chair
Michael White, Secretary/Treasurer

MEMBERS
Pauline Anderson • Ben Berry • Andy Davidson
Richard Gibson, M.D. • Linda Girard • Matt Harrington
David Lankton • Anthony Melaragno, M.D. • Anne Monnier
Larry Naito • Jonathan Radmacher • Julio Vazquez • Marilyn Webber

EMERITUS BOARD OF DIRECTORS
Dean Gisvold • Sally McCracken • George “Bing” Sheldon

Nestor Valenzuela, and Ricardo Verdeguez, alumni of CCC programs, shared information about the Puentes program at an open house at CCC’s new Eastside Concern location.