Volunteering gives me back so much more than I feel I give. It makes you feel good to make a difference in someone’s life. I really think everyone should volunteer!

—Annette, a pharmacy technician who has been volunteering at CCC’s Old Town Clinic Pharmacy two to three days a week for 20 years.

Volunteers

• This year, 219 volunteers provided more than 9,000 hours of service across all Central City Concern program areas.
• An all-volunteer committee procured a collection of more than 35 donated works of original Northwest art for display at our Old Town Clinic and Old Town Recovery Center, enhancing the therapeutic environment of our healthcare facilities.
• Employees from Airbnb’s Old Town Office donated over 250 hours of time, skill and sweat across CCC’s housing and employment programs. Around the holidays, the team launched an initiative to provide several hundred packages of household supplies for new residents in CCC Housing.

Financial Health

Audited year ending June 30, 2014

Unrestricted Revenues and support

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants and Contracts</td>
<td>$ 18,652,372</td>
</tr>
<tr>
<td>Donations, grant and special events</td>
<td>$1,083,822</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$ 1,696,036</td>
</tr>
<tr>
<td>Health and chemical dependency services</td>
<td>$ 19,182,023</td>
</tr>
<tr>
<td>Portland Business Alliance</td>
<td>$ 1,621,547</td>
</tr>
<tr>
<td>Management and development fees</td>
<td>$ 453,252</td>
</tr>
<tr>
<td>Workforce program</td>
<td>$ 1,568,083</td>
</tr>
<tr>
<td>Interest</td>
<td>$ 1,041,035</td>
</tr>
<tr>
<td>Other</td>
<td>$ 2,019,333</td>
</tr>
<tr>
<td>Less pass-through revenues to non-owned housing operations</td>
<td>$ (77,877)</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$ 672,973</td>
</tr>
</tbody>
</table>

TOTAL NET OPERATING REVENUE

$ 47,912,999

Operating expenses:

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and recovery</td>
<td>$ 23,668,864</td>
</tr>
<tr>
<td>Supportive Housing</td>
<td>$ 4,109,326</td>
</tr>
<tr>
<td>Housing management</td>
<td>$ 7,865,994</td>
</tr>
<tr>
<td>Employment and Social Enterprises</td>
<td>$ 2,458,345</td>
</tr>
<tr>
<td>Administration</td>
<td>$ 6,019,684</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$ 462,473</td>
</tr>
</tbody>
</table>

TOTAL OPERATING EXPENSES

$ 44,564,684

Excess of revenues and support over operating expenses

$ 3,348,315

Other revenues and expenses

$97,863

Change in unrestricted net assets

$ 3,446,178

Unrestricted Net assets, beginning of year

$18,184,214

Unrestricted Net assets, end of year

$21,630,392

2014 Annual Report

Dear Friends,

2014 was a transformative year for Central City Concern and for the people we serve. The implementation of the Affordable Care Act enabled our Health Services to connect thousands more people to desperately needed care. The economy regained strength, improving prospects for job seekers in our Employment Services. Finally, CCC’s Housing development team launched four projects that will provide a combined total of 148 new units of affordable housing in the next two years. Thanks to our dedicated board and hard-working staff (now 700 strong and growing,) we have passed through the roughest years of the recession and are now in a stronger position than ever to address the challenge of ending homelessness.

Reflective of the transformations taking place, you’ll notice CCC has adopted a new logo – part of a rebranding effort initiated in 2014 to make the three components of our mission immediately visible:

Homes – CCC provides safe and affordable housing so our residents can lead stable and productive lives.

Health – CCC provides comprehensive health care services that make people whole.

Jobs – CCC provides job-readiness training and connects people to permanent employment.

Inside, you’ll see how each of these domains are growing in response to the changes and challenges in our community.

On a final note, I am pleased to report that despite all of the challenges of recent years, CCC has been a careful and transparent steward of all public and private resources. We have consistently received an unmodified opinion on our annual financial audit, meaning that our financial statements fairly present the financial position of CCC. We did so again for our 2014 fiscal year – no small achievement, given the increase in the size and complexity of our operations.

None of this would have been possible without the generous support of our many corporate and individual donors; the commitment of our organizational partners; and the diligence of our staff, board members, and volunteers. We are ever grateful.

Ed Blackburn
Executive Director
During the recession years, Portland's population continued to grow while construction of new housing slowed dramatically. By the end of 2014, there were only six units of affordable housing available for every 10 families earning 50 percent or less of Portland's median family income. It's no wonder that wait lists for supportive housing are 18 months or longer.

To address this need, CCC initiated four capital projects that together will add 148 new units of affordable housing over the next two years. These projects will reduce the housing waitlists for various special needs populations, including homeless families, single adults, people of color in recovery, and people living with serious mental illness.

Primary funding packages are being finalized as this report goes to print. We will be counting on the continued support of our friends and allies to complete these projects. Together, we can build on the momentum already rising in our community and help thousands of individuals and families exit homelessness permanently in the coming years.

2014 Highlights

• CCC's 1,600 units of housing provided safe homes and supportive communities for nearly 2,000 individuals.

• 60 percent of housing is reserved for people who want to live in an alcohol- and drug-free community.

• Every building has on-site support staff who provide a wide range of services—from teaching financial literacy and healthy eating habits to helping residents set education and career goals.

With the full implementation of the Affordable Care Act on January 1st, thousands of very low-income Portland residents became eligible for insurance through Medicaid. CCC's Outreach and Enrollment Specialists signed up 2,163 individuals over the course of the year. Our clinics can now help more people face the many health challenges exacerbated by life on the street—such as serious mental illness, substance abuse disorders, infectious diseases, injury, violence and untreated wounds. Better treatment of these conditions means more people will be able to maintain stable housing, stay out of the justice system, and achieve their highest potential.

2014 Highlights

• As a result of the ACA, CCC Health Services experienced growth of 18% in specialty mental health patient visits, 24% in primary and behavioral healthcare visits, 26% in prescriptions filled at the CCC Pharmacy, and 30% in visits for Alcohol and Drug counseling and group treatment.

• More than 7,000 patients received integrated care at Old Town Clinic, the Old Town Recovery Center, and/or one of our seven other health care sites.

• The Letty Owings Center, a residential drug and alcohol treatment program for women with children, served 87 mothers and 78 children, including 7 babies born drug-free.

• More than 160 interns and residents chose to do clinical rotations in one of our nine healthcare programs.

• Addiction treatment programs designed to serve specific populations—single adults, women with children, African Americans, and Latino adults and teens—reached upwards of 3,000 people.

• Recuperative Care, a respite program that includes post-hospitalization housing and medical follow-up, helped 241 homeless patients recover from serious illness or injury. Upon discharge from the program, 96 percent were engaged with a primary care medical home, and 69 percent gained permanent or transitional housing.

• The BEST program (Benefits and Entitlements Specialist Team) celebrated its fifth anniversary and crossed the milestone of 1,000 clients awarded disability benefits.
During the recession years, Portland's population continued to grow while construction of new housing slowed dramatically. By the end of 2014, there were only six units of affordable housing available for every 10 families earning 50 percent or less of Portland’s median family income. It's no wonder that wait lists for supportive housing are 18 months or longer.

To address this need, CCC initiated four capital projects that together will add 148 new units of affordable housing over the next two years. These projects will reduce the housing waitlists for various special needs populations, including homeless families, single adults, people of color in recovery, and people living with serious mental illness.

Primary funding packages are being finalized as this report goes to print. We will be counting on the continued support of our friends and allies to complete these projects. Together, we can build on the momentum already rising in our community and help thousands of individuals and families exit homelessness permanently in the course of the year. Our clinics can now help more people face the many health challenges exacerbated by life on the street - such as serious mental illness, substance abuse disorders, infectious diseases, injury, violence and untreated wounds. Better treatment of these conditions means more people will be able to maintain stable housing, stay out of the justice system, and achieve their highest potential.

### 2014 Highlights

- **CCC's 1,600 units of housing provided safe homes and supportive communities for nearly 2,000 individuals.**
- 60 percent of housing is reserved for people who want to live in an alcohol- and drug-free community.
- Every building has on-site support staff who provide a wide range of services—from teaching financial literacy and healthy eating habits to helping residents set education and career goals.
- **CCC's 92 units of Family Housing provided homes for 199 children and 124 parents in 2014. Among these families, 35 parents found or maintained employment, 11 parents received GEDs, 36 parents entered college and 1 graduated, 12 children returned to their families from foster care, and 38 families moved into mainstream permanent housing.

With the full implementation of the Affordable Care Act on January 1st, thousands of very low-income Portland residents became eligible for insurance through Medicaid. CCC’s Outreach and Enrollment Specialists signed up 2,163 individuals over the course of the year. Our clinics can now help more people face the many health challenges exacerbated by life on the street - such as serious mental illness, substance abuse disorders, infectious diseases, injury, violence and untreated wounds. Better treatment of these conditions means more people will be able to maintain stable housing, stay out of the justice system, and achieve their highest potential.

### 2014 Highlights

- **As a result of the ACA, CCC Health Services experienced growth of 18% in specialty mental health patient visits, 24% in primary and behavioral healthcare visits, 29% in prescriptions filled at the CCC Pharmacy, and 30% in visits for Alcohol and Drug counseling and group treatment.**
- More than 7,000 patients received integrated care at Old Town Clinic, the Old Town Recovery Center, and one of our seven other health care sites.
- **The Letty Owings Center, a residential drug and alcohol treatment program for women with children, served 17 mothers and 78 children, including 7 babies born drug-free.**
- More than 160 interns and residents chose to do clinical rotations in one of our nine healthcare programs.
- **Addiction treatment programs designed to serve specific populations—single adults, women with children, African Americans, and Latino adults and teens – reached upwards of 3,000 people.**
- **Recuperative Care, a respite program that includes post-hospitalization housing and medical follow-up, helped 241 homeless patients recover from serious illness or injury. Upon discharge from the program, 96 percent were engaged with a primary care medical home, and 69 percent gained permanent or transitional housing.**
- **The BEST program (Benefits and Entitlements Specialist Team) celebrated its fifth anniversary and crossed the milestone of 1,000 clients awarded disability benefits.**

With Oregon's economy recovering strong growth in 2014, the outlook improved for job seekers in CCC's Employment Services. The Employment Access Center was hardest hit by government funding cuts in 2013, but last year the EAC regained full capacity and developed new programming that will fill important gaps in the area's employment services continuum.

#### 2014 Highlights

- **CCC partnered with Portland Community College to develop a computer basics course that will enable people with virtually no computer skills to take the first critical steps toward family-wage jobs in growth sectors such as health care and manufacturing.**
- 205 individuals gained job skills and confidence by participating in the Community Volunteer Corps. Together they contributed 12,024 hours to organizations like The ReBuilding Center and the Oregon Food Bank.

- The Downtown Clean and Safe team hired 50 Community Volunteer Corps graduates for six-month positions, enabling them to start rebuilding their work history.
- 606 formerly homeless individuals worked with Employment Specialists to apply for jobs, and 250 jobs were secured at an average pay 16% above the minimum wage.

### Jobs

With Oregon's economy recovering strong growth in 2014, the outlook improved for job seekers in CCC's Employment Services. The Employment Access Center was hardest hit by government funding cuts in 2013, but last year the EAC regained full capacity and developed new programming that will fill important gaps in the area's employment services continuum.

#### 2014 Highlights

- **CCC partnered with Portland Community College to develop a computer basics course that will enable people with virtually no computer skills to take the first critical steps toward family-wage jobs in growth sectors such as health care and manufacturing.**
- 205 individuals gained job skills and confidence by participating in the Community Volunteer Corps. Together they contributed 12,024 hours to organizations like The ReBuilding Center and the Oregon Food Bank.

- The Downtown Clean and Safe team hired 50 Community Volunteer Corps graduates for six-month positions, enabling them to start rebuilding their work history.
- 606 formerly homeless individuals worked with Employment Specialists to apply for jobs, and 250 jobs were secured at an average pay 16% above the minimum wage.

I'd like to get my Master's Degree and teach in Portland schools. What makes me proud is to be connected with other people or involved in their lives in a meaningful way.

—Robert, now a Portland Community College student and math tutor, who received mentoring at CCC’s Employment Access Center.
During the recession years, Portland's population continued to grow while construction of new housing slowed dramatically. By the end of 2014, there were only six units of affordable housing available for every 10 families earning 50 percent or less of Portland's median family income. It's no wonder that wait lists for supportive housing waitlists for various special needs populations, including homeless families, single adults, people of color in recovery, and people living with serious mental illness.

Primary funding packages are being finalized as this report goes to print. We will be counting on the continued support of our friends and allies to complete these projects. Together, we can build on the momentum already rising in our community and help thousands of individuals and families exit homelessness permanently in the coming years.

**2014 Highlights**

- CCC's 1,600 units of housing provided safe homes and supportive communities for nearly 2,000 individuals.
- 60 percent of housing is reserved for people who want to live in an alcohol- and drug-free community.
- Every building has on-site support staff who provide a wide range of services—from teaching financial literacy and healthy eating habits to helping residents set education and career goals.
- CCC's 92 units of Family Housing provided homes for 199 children and 124 parents in 2014. Among these families, 35 parents found or maintained employment, 11 parents received GEDs, 36 parents entered college and 1 graduated, 12 children returned to their families from foster care, and 38 families moved into mainstream permanent housing.

With the full implementation of the Affordable Care Act on January 1st, thousands of very low-income Portland residents became eligible for insurance through Medicaid. CCC's Outreach and Enrollment Specialists signed up 2,163 individuals over the course of the year. Our clinics can now help more people face the many health challenges exacerbated by life on the street—such as serious mental illness, substance abuse disorders, infectious diseases, injury, violence and untreated wounds. Better treatment of these conditions means more people will be able to maintain stable housing, stay out of the justice system, and achieve their highest potential.

**2014 Highlights**

- As a result of the ACA, CCC Health Services experienced growth of 18% in specialty mental health patient visits, 24% in primary and behavioral healthcare visits, 20% in prescriptions filled at the CCC Pharmacy, and 30% in visits for Alcohol and Drug counseling and group treatment.
- More than 7,000 patients received integrated care at Old Town Clinic, the Old Town Recovery Center, and/or one of our seven other health care sites.
- The Letty Owings Center, a residential drug and alcohol treatment program for women with children, served 87 mothers and 78 children, including 7 babies born drug-free.
- More than 160 interns and residents chose to do clinical rotations in one of our nine healthcare programs.
- Addiction treatment programs designed to serve specific populations—single adults, women with children, African Americans, and Latino adults and teens—reached upwards of 3,000 people.
- Recuperative Care, a respite program that includes post-hospitalization housing and medical follow-up, helped 241 homeless patients recover from serious illness or injury. Upon discharge from the program, 96 percent were engaged with a primary care medical home, and 69 percent gained permanent or transitional housing.
- The BEST program (Benefits and Entitlements Specialist Team) celebrated its fifth anniversary and crossed the milestone of 1,000 clients awarded disability benefits.
Dear Friends,

2014 was a transformative year for Central City Concern and for the people we serve. The implementation of the Affordable Care Act enabled our Health Services to connect thousands more people to desperately needed care. The economy regained strength, improving prospects for job seekers in our Employment Services. Finally, CCC’s Housing development team launched four projects that will provide a combined total of 148 new units of affordable housing in the next two years. Thanks to our dedicated board and hard-working staff (now 700 strong and growing,) we have passed through the roughest years of the recession and are now in a stronger position than ever to address the challenge of ending homelessness.

Reflective of the transformations taking place, you’ll notice CCC has adopted a new logo – part of a rebranding effort initiated in 2014 to make the three components of our mission immediately visible:

- **Homes** - CCC provides safe and affordable housing so our residents can lead stable and productive lives.
- **Health** - CCC provides comprehensive health care services that make people whole.
- **Jobs** - CCC provides job-readiness training and connects people to permanent employment.

Inside, you’ll see how each of these domains are growing in response to the changes and challenges in our community.

On a final note, I am pleased to report that despite all of the challenges of recent years, CCC has been a careful and transparent steward of all public and private resources. We have consistently received an unmodified opinion on our annual financial audit, meaning that our financial statements fairly present the financial position of CCC. We did so again for our 2014 fiscal year – no small achievement, given the increase in the size and complexity of our operations.

None of this would have been possible without the generous support of our many corporate and individual donors; the commitment of our organizational partners; and the diligence of our staff, board members, and volunteers. We are ever grateful.

Ed Blackburn
Executive Director

---

**Volunteers**

- This year, 219 volunteers provided more than 9,000 hours of service across all Central City Concern program areas.
- An all-volunteer committee procured a collection of more than 35 donated works of original Northwest art for display at our Old Town Clinic and Old Town Recovery Center, enhancing the therapeutic environment of our healthcare facilities.
- Employees from Airbnb’s Old Town Office donated over 250 hours of time, skill and sweat across CCC’s housing and employment programs. Around the holidays, the team launched an initiative to provide several hundred packages of household supplies for new residents in CCC Housing.

---

**Financial Health**

**Audited year ending June 30, 2014**

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants and Contracts</td>
<td>$18,652,372</td>
<td></td>
</tr>
<tr>
<td>Donations, gift and special events</td>
<td>$1,083,822</td>
<td></td>
</tr>
<tr>
<td>Rental Income</td>
<td>$1,696,036</td>
<td></td>
</tr>
<tr>
<td>Health and chemical dependency services</td>
<td>$19,182,023</td>
<td></td>
</tr>
<tr>
<td>Portland Business Alliance</td>
<td>$1,621,047</td>
<td></td>
</tr>
<tr>
<td>Management and development fees</td>
<td>$453,252</td>
<td></td>
</tr>
<tr>
<td>Workforce program</td>
<td>$1,568,083</td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>$1,041,035</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$2,019,333</td>
<td></td>
</tr>
<tr>
<td>Less pass-through revenues to non-owned housing operations</td>
<td>$(77,877)</td>
<td></td>
</tr>
</tbody>
</table>

**Net assets released from restrictions**

$672,973

**TOTAL NET OPERATING REVENUE**

$47,912,999

**Operating expenses:**

- Health and recovery: $23,668,864
- Supportive Housing: $4,109,326
- Housing management: $7,865,994
- Employment and Social Enterprises: $2,438,343
- Administration: $6,019,848
- Fundraising: $462,473

**TOTAL OPERATING EXPENSES**

$44,564,684

**Excess of revenues and support over operating expenses**

$3,348,315

**Other revenues and expenses**

$87,863

**Change in unrestricted net assets**

$3,446,178

**Unrestricted Net assets, beginning of year**

$18,184,214

**Unrestricted Net assets, end of year**

$21,630,392

---

**BOARDS OF DIRECTORS**

**EMERITUS BOARD OF DIRECTORS**

Dean Gisvold • Sally McCracken • George “Bing” Sheldon

---

**Volunteering gives me back so much more than I feel I give. It makes you feel good to make a difference in someone’s life. I really think everyone should volunteer!**

—Annette, a pharmacy technician who has been volunteering at CCC’s Old Town Clinic Pharmacy two to three days a week for 20 years.

---

2014 Annual Report

---

2014 was a transformative year for Central City Concern and for the people we serve. The implementation of the Affordable Care Act enabled our Health Services to connect thousands more people to desperately needed care. The economy regained strength, improving prospects for job seekers in our Employment Services. Finally, CCC’s Housing development team launched four projects that will provide a combined total of 148 new units of affordable housing in the next two years. Thanks to our dedicated board and hard-working staff (now 700 strong and growing,) we have passed through the roughest years of the recession and are now in a stronger position than ever to address the challenge of ending homelessness.

Reflective of the transformations taking place, you’ll notice CCC has adopted a new logo – part of a rebranding effort initiated in 2014 to make the three components of our mission immediately visible:

- **Homes** - CCC provides safe and affordable housing so our residents can lead stable and productive lives.
- **Health** - CCC provides comprehensive health care services that make people whole.
- **Jobs** - CCC provides job-readiness training and connects people to permanent employment.

Inside, you’ll see how each of these domains are growing in response to the changes and challenges in our community.

On a final note, I am pleased to report that despite all of the challenges of recent years, CCC has been a careful and transparent steward of all public and private resources. We have consistently received an unmodified opinion on our annual financial audit, meaning that our financial statements fairly present the financial position of CCC. We did so again for our 2014 fiscal year – no small achievement, given the increase in the size and complexity of our operations.

None of this would have been possible without the generous support of our many corporate and individual donors; the commitment of our organizational partners; and the diligence of our staff, board members, and volunteers. We are ever grateful.

Ed Blackburn
Executive Director
Dear Friends,

2014 was a transformative year for Central City Concern and for the people we serve. The implementation of the Affordable Care Act enabled our Health Services to connect thousands more people to desperately needed care. The economy regained strength, improving prospects for job seekers in our Employment Services. Finally, CCC’s Housing development team launched four projects that will provide a combined total of 148 new units of affordable housing in the next two years. Thanks to our dedicated board and hard-working staff (now 700 strong and growing,) we have passed through the roughest years of the recession and are now in a stronger position than ever to address the challenge of ending homelessness.

Reflective of the transformations taking place, you’ll notice CCC has adopted a new logo – part of a rebranding effort initiated in 2014 to make the three components of our mission immediately visible:

- **Homes** – CCC provides safe and affordable housing so our residents can lead stable and productive lives.
- **Health** – CCC provides comprehensive health care services that make people whole.
- **Jobs** – CCC provides job-readiness training and connects people to permanent employment.

Inside, you’ll see how each of these domains are growing in response to the changes and challenges in our community.

On a final note, I am pleased to report that despite all of the challenges of recent years, CCC has been a careful and transparent steward of all public and private resources. We have consistently received an unmodified opinion on our annual financial audit, meaning that our financial statements fairly present the financial position of CCC. We did so again for our 2014 fiscal year - no small achievement, given the increase in the size and complexity of our operations.

None of this would have been possible without the generous support of our many corporate and individual donors; the commitment of our organizational partners; and the diligence of our staff, board members, and volunteers. We are ever grateful.

Ed Blackburn
Executive Director

---

Volunteering gives me back so much more than I feel I give. It makes you feel good to make a difference in someone’s life. I really think everyone should volunteer!

——Annette, a pharmacy technician who has been volunteering at CCC’s Old Town Clinic Pharmacy two to three days a week for 20 years.

---

Financial Health

**Audited year ending June 30, 2014**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Revenues and support</strong></td>
<td></td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>$18,652,372</td>
</tr>
<tr>
<td>Donations, gift and special events</td>
<td>$1,183,822</td>
</tr>
<tr>
<td>Rental Income</td>
<td>$1,696,036</td>
</tr>
<tr>
<td>Health and chemical dependency services</td>
<td>$19,182,023</td>
</tr>
<tr>
<td>Portland Business Alliance</td>
<td>$1,621,047</td>
</tr>
<tr>
<td>Management and development fees</td>
<td>$453,252</td>
</tr>
<tr>
<td>Workforce program</td>
<td>$1,568,083</td>
</tr>
<tr>
<td>Interest</td>
<td>$1,041,035</td>
</tr>
<tr>
<td>Other</td>
<td>$2,019,333</td>
</tr>
<tr>
<td>Total net operating revenue</td>
<td>$47,912,999</td>
</tr>
<tr>
<td>Operating expenses</td>
<td></td>
</tr>
<tr>
<td>Health and recovery</td>
<td>$23,668,864</td>
</tr>
<tr>
<td>Supportive Housing</td>
<td>$4,109,326</td>
</tr>
<tr>
<td>Housing management</td>
<td>$7,865,994</td>
</tr>
<tr>
<td>Employment and Social Enterprises</td>
<td>$2,458,343</td>
</tr>
<tr>
<td>Administration</td>
<td>$6,019,684</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$462,473</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>$44,564,684</td>
</tr>
<tr>
<td>Excess of revenues and support over operating expenses</td>
<td>$3,348,315</td>
</tr>
<tr>
<td>Other revenues and expenses</td>
<td>$397,863</td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>$3,446,178</td>
</tr>
<tr>
<td>Unrestricted Net assets, beginning of year</td>
<td>$18,184,214</td>
</tr>
<tr>
<td>Unrestricted Net assets, end of year</td>
<td>$21,630,392</td>
</tr>
</tbody>
</table>

---

**2014 Annual Report**

2014 was a transformative year for Central City Concern and for the people we serve. The implementation of the Affordable Care Act enabled our Health Services to connect thousands more people to desperately needed care. The economy regained strength, improving prospects for job seekers in our Employment Services. Finally, CCC’s Housing development team launched four projects that will provide a combined total of 148 new units of affordable housing in the next two years. Thanks to our dedicated board and hard-working staff (now 700 strong and growing,) we have passed through the roughest years of the recession and are now in a stronger position than ever to address the challenge of ending homelessness.

Reflective of the transformations taking place, you’ll notice CCC has adopted a new logo – part of a rebranding effort initiated in 2014 to make the three components of our mission immediately visible:

- **Homes** – CCC provides safe and affordable housing so our residents can lead stable and productive lives.
- **Health** – CCC provides comprehensive health care services that make people whole.
- **Jobs** – CCC provides job-readiness training and connects people to permanent employment.

Inside, you’ll see how each of these domains are growing in response to the changes and challenges in our community.

On a final note, I am pleased to report that despite all of the challenges of recent years, CCC has been a careful and transparent steward of all public and private resources. We have consistently received an unmodified opinion on our annual financial audit, meaning that our financial statements fairly present the financial position of CCC. We did so again for our 2014 fiscal year - no small achievement, given the increase in the size and complexity of our operations.

None of this would have been possible without the generous support of our many corporate and individual donors; the commitment of our organizational partners; and the diligence of our staff, board members, and volunteers. We are ever grateful.

Ed Blackburn
Executive Director