“CCC programs allowed a woman like me to stand strong and come out of it on her own two feet.”
Dear friends,

Every day at Central City Concern (CCC) we strive to provide solutions for ending homelessness through health care, recovery, housing and employment services. Of course there are challenges, but I’m inspired by CCC staff who continually find new ways to support our community and the people we serve.

In the last year we provided homes for more than 3,500 people, including women, children and single adults. Almost all of them might have been homeless without our help. We’ve increased our health services, adding two Federally Qualified Health Center sites for a total of 13, which served 8,324 patients. And we’ve assisted nearly a thousand job seekers in looking for employment through our Employment Access Center.

There’s even more good news. One of our biggest achievements in 2016 was working with six Portland health care organizations on the Housing is Health initiative. These organizations—Adventist Health Portland, CareOregon, Kaiser Permanente Northwest, Legacy Health, OHSU and Providence Health & Services Oregon—recognize the importance housing plays in individual and community health.

Together, these health care organizations are contributing $21.5 million dollars to help build a primary care clinic with attached housing, as well as two additional affordable housing complexes on Portland’s east side (see page 5 for details). We are so grateful to the health system organizations as well as other partners such as the City of Portland, Multnomah County, the State of Oregon and generous donors for helping this project move forward.

This unprecedented collaboration is an excellent example of our community coming together to address a critical need: affordable housing. These new buildings will serve our community for many years to come.

Housing is Health is just one way CCC meets challenges with innovation and partnerships. If we all work together, we can address the challenges of homelessness and make good things happen for many of the most vulnerable members of our community. We are especially thankful for our donors and volunteers. Thank you for your belief in our mission. We can’t do it without your support.

Sincerely,

Ed Blackburn
Executive Director

“CCC changed my whole life.”

(COVER) Ruthann and children | Ruthann connected with Central City Concern recovery, housing and employment services in 2012. In spring 2016, Ruthann and her children moved into their own home.

Ed Blackburn | Executive Director

13 FEDERALLY QUALIFIED HEALTH CENTERS
- Integrated primary & behavioral health care
- Community mental health services
- Subacute detoxification
- Inpatient and outpatient recovery services
- Acupuncture and naturopathic treatments
- Pharmacy

SOBERING SERVICES
- Transportation and stabilization services that protect the health and safety of the community
- Harm reduction for individuals experiencing public intoxication

EMPLOYMENT SERVICES
- One-on-one supported employment services specific to individual and community needs
- Volunteer opportunities that build confidence and work skills
- Training through transitional jobs in social enterprises
- In-house WorkSource Express center

8,324 health patients served
5,676 individuals received short-term stabilization
3,510 residents housed
1,700 UNITS IN 23 PROPERTIES
- Offering Housing Choice
- Transitional housing
- Permanent supportive housing
- Family housing
- Housing First and harm reduction programs

5,676 Short-term stabilization
1,919 Hooper Detoxification Stabilization Center
3,757 Sobering Station
1,128 CHIERS-Street Assessments

1,700 UNITS IN 23 PROPERTIES
- Offering Housing Choice
- Transitional housing
- Permanent supportive housing
- Family housing
- Housing First and harm reduction programs
Everyone should have choices in life.

Individuals experiencing homelessness should be able to make informed personal choices in the kind of supportive housing best suited to their needs. Our Housing Choice model has helped Central City Concern meet diverse challenges and service needs by employing both Recovery Housing and Housing First models.

SUPPORTIVE FAMILY HOUSING
Central City Concern has 152 units of housing set aside specifically for families exiting homelessness who wish to live in an alcohol- and drug-free environment.

In 2016, Central City Concern served 141 families with 247 children in supportive housing.

In 2016, 25 kids returned directly from foster care after their parents enrolled in Central City Concern services. 218 of our kids had been in foster care previously before moving into our family housing and have stayed reunited with their parents. These programs keep families together and help them thrive.

“I’m proudly paying my own rent these days, which is something I haven’t done in way too many years.”

Shane | Shane used heroin for 20 years. He entered Central City Concern’s Hooper Detoxification Stabilization Center, then continued treatment while living in CCC’s Richard Harris Building. Through CCC’s Employment Access Center, Shane took a CCC on-call job. Shane moved into CCC’s Miracles Central building, which opened in 2016, and is now permanently employed at Transition Projects.
In September 2016, several Portland health care organizations joined forces to address the housing crisis by donating $21.5 million to Central City Concern with an unprecedented push to build 379 studio, 1-bedroom and 2-bedroom apartments for individuals and families who are homeless or at risk of becoming homeless. The buildings will be spread across three separate locations, one of which will be anchored by a critically needed health care clinic on Portland’s east side. Residents will have access to a variety of support services in all locations, from peer mentoring to help reentering the work force.

People who have a place to live have a much better chance of living a healthy life.

The Eastside Health Center
- 2-story clinic serving 3,000 patients annually
- Housing for 175 people
- Integrated primary care, substance use disorder treatment, domestic violence counseling and wellness services

Stark Street Apartments
- 153 units of workforce housing
- Critically needed permanent housing for people exiting from transitional housing

The Interstate Apartments
- 51 apartments designed for families displaced due to gentrification
- Serves the City of Portland’s North/Northeast Neighborhood Right to Return housing preference policy

Housing is Health

The Housing is Health initiative, costing a total of $85 million, has received important launch funding from city, county and state partners, as well as an unprecedented investment from a consortium of local health care organizations, comprised of Adventist Health Portland, CareOregon, Kaiser Permanente Northwest, Legacy Health, OHSU and Providence Health & Services–Oregon.

The initiative has also received early philanthropic support from the Oregon Community Foundation, Meyer Memorial Trust and the Collins Foundation. CCC is very grateful for this community-wide demonstration of commitment to helping end homelessness.

2016 Grand Openings

Town Center Courtyards / July 16, 2016
Town Center Courtyards provides 60 additional units of family housing in Clackamas County.

Miracles Central / September 8, 2016
Miracles Central, a 47-unit building in NE Portland’s Lloyd District, is a partnership with Miracles Club and the Multi-Cultural Development Group.

2016 Ground Breaking

Hill Park Apartments / May 25, 2016
Hill Park Apartments, located at SW 1st Ave. and Arthur St., will provide 39 units of affordable housing, with some reserved for people living with mental illness.

Hill Park Apartments
Access to primary and behavioral health care is critical to a successful recovery.

Central City Concern has 13 Federally Qualified Health Center sites across the Portland metro area.

**EASTSIDE CONCERN PATIENTS: 852**

Recovery Choice Central City Concern promotes high-quality substance use disorder treatment, which is founded on counseling, life skills and community support—with medication for those who need it. Our Medication Assisted Treatment (MAT) program at our Eastside Concern site helps people working toward a life free from drugs to find enough relief from cravings to truly focus on their recovery and relationships. It's a newer approach than counseling and peer mentorship; Central City Concern's MAT program offers the extra tool some clients need for success.

**IHART PATIENTS: 237**

IHART Central City Concern’s innovative Integrated Health and Recovery Treatment (IHART) program provides mental and physical health care services for patients experiencing severe mental illness and addictions as well as medical issues. The interdisciplinary team has 14 members including psychiatric providers, mental health and substance use disorder counselors, nurses, peers, case managers and care coordinators.

IHART case manager Tyrone Rucker confers with Nerissa Heller, director of Intensive Substance Use Disorder Services, about an IHART patient in need of housing.

**2016 VISITS**

- General medicine: 21,642
- Mental health: 50,628
- Substance use disorder: 64,665
- Other support services: 11,700

IHART case manager Tyrone Rucker (left) confers with Nerissa Heller, director of Intensive Substance Use Disorder Services, about an IHART patient in need of housing.

**Cooking Matters** in late spring 2016, Central City Concern partnered with Oregon Food Bank to launch the Cooking Matters program for Old Town Clinic patients. Participants gather together for six weeks to learn healthy cooking, eating and budgeting habits; at the end of each class, they receive a bag of groceries so they can replicate what they learned at home. Cooking Matters addresses a number of issues including food insecurity, weight gain, hypertension, coronary issues, and diabetes or pre-diabetes.

Malcolm, who joined the Imani Center after leaving Hooper Detoxification Stabilization Center, is now back in school and getting back to his passion—writing.

**Central City Concern** has 13 Federally Qualified Health Center sites across the Portland metro area.

**PUENTES**

- Total participation: 268
- Substance use disorder: 111
- Mental health: 123
- Esperanza Juvenil: 34

**IMANI CENTER**

- Total participation: 172
- Mental health: 71
- Substance use disorder: 67
- Dually enrolled: 34

“Imani program has been key in my recovery. Imani helps us to see ourselves by applying effective therapeutic models, encouraging strong cultural connections and emphasizing the importance of community in recovery.”

Cooking Matters helps participants learn healthy habits.
Having a job, along with housing and health care, is a key component in our integrated recovery services.

Our Employment Access Center (EAC) served nearly a thousand job seekers last year. We added a WorkSource Express Center, funded by Worksystems, Inc., which added a resource room with 12 computers and part-time staff. Job seekers have a unique integrated support system that includes career mapping, housing strategies, training options and access to professional clothing.

Social Enterprises Our social enterprise programs, On-call Staffing, CCC Clean Start and Central City Coffee, provide training opportunities for people to learn valuable skills they need to enter the job market such as time management and interpersonal communication. Trainees also gain confidence and a sense of belonging to a community. In October, we launched CCC Clean Start, which sends roving workers out into the community to help clean sidewalks and graffiti, as well as occupied and recently unoccupied encampments.

REDF In 2016, we received a substantial five-year grant from Roberts Enterprise Development Fund (REDF), a venture philanthropy that invests in social enterprises focused on employment. REDF supports our on-call staffing expansion, as well as marketing Central City Coffee and the Central City Bed.

CVC 2016
- Total volunteers enrolled: 335
- Graduates: 154
- Total volunteer hours: 17,629

Central City Coffee trainees Nikita M. and Charlie G. learn new work skills at the coffee production center.

Central City Coffee
Proceeds from Central City Coffee benefit our coffee program; trainees learn valuable work skills. Our delicious Central City Coffee is available in Portland-area stores including New Seasons Market, Whole Foods, Food Front and Green Zebra, as well as online at centralcitycoffee.org. Drink well. Do good.

CVC graduates gain self-esteem and a sense of community involvement by volunteering.

Amber | Amber was once addicted to meth and trapped in an abusive relationship. She experienced homelessness before getting into a drug treatment program. Through Central City Concern, Amber was able to access a state training program, JOBS Plus, and began working with Central City Coffee. Now, she has a permanent, full-time job that includes specialized training including barista school. She also pays fair market rent on a Central City Concern family housing apartment for herself and her son.
Central City Concern started Fiscal Year 2016 strong with noted growth as our services expand to fulfill our mission of homes, health and jobs for the most vulnerable members of our community.

We added 107 units of housing in two new buildings, and broke ground on another building with 39 units to open in 2017. CCC ended the 2016 fiscal year with revenue, which will be allocated to building additional operational reserves, program expansion and reinvestment in housing. We are completely dedicated to using all income to fulfill our mission of bringing access to homes, health and employment to people at risk for homelessness.

The year also ended with some uncertainty as new administrations prepared to take control. We are paying close attention to funding changes at the local, state and federal levels to ensure we’re ready to adjust our budget to support our ability to fulfill our mission. Your support is more vital than ever as we rise together to meet the needs of our community.

Central City Concern Consolidated Statement of Activity
Year Ended June 30, 2016

<table>
<thead>
<tr>
<th>Unrestricted Revenues &amp; Support</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract &amp; Government Funding</td>
<td>24,436,384</td>
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<tr>
<td>Donations, Grant &amp; Special Events</td>
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<td>Rental Income</td>
<td>3,307,791</td>
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<td>Health &amp; Chemical Dependency Services</td>
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<td>Social Enterprises</td>
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<td>Management &amp; Development Fees</td>
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<td>Interest</td>
<td>1,214,273</td>
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<tr>
<td>Other</td>
<td>1,519,107</td>
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<tr>
<td>Net assets released from restrictions</td>
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**TOTAL NET OPERATING REVENUE** $ 66,414,049

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<tr>
<th>Operating expenses</th>
<th>Amount</th>
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<tr>
<td>Health &amp; Recovery</td>
<td>31,283,865</td>
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<td>Supportive Housing</td>
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<td>Housing Management</td>
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<td>Employment &amp; Social Enterprises</td>
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<td>Administration</td>
<td>9,140,840</td>
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<td>Fundraising</td>
<td>486,870</td>
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**TOTAL OPERATING EXPENSES** $ 60,359,699

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<th>Excess of revenues and support over operating expenses</th>
<th>Amount</th>
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<tr>
<td>Other revenues and expenses</td>
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<td>Change in unrestricted net assets</td>
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<td>Unrestricted Net assets, end of year</td>
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<tr>
<td>Unrestricted Net assets, end of year</td>
<td>36,715,221</td>
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**FINANCIAL HEALTH**

“278 volunteers logged
9,932 hours

2016 INSIGHTS

- More than 1,000 Central City Concern clients accessed much-needed items
- 39,000 pounds of items processed
- 84 percent of processed items escaped the landfill through reuse or recycling

**VOLUNTEERS + DONORS**

Maia & Jake Shwartz | Monthly Donors

Recycling and Reuse Operations Center. Central City Concern opened our Recycling and Reuse Operations Center (ROC) in 2015 as a socially responsible way to give abandoned property a second life as well as a hub through which to process in-kind donations. Many CCC clients live in our transitional housing units and are in need of basic household items and clothing. The ROC now partners with other social service organizations to increase the number of people who benefit from recycled items.

Maureen | Maureen taps into her past experiences on the streets and struggles with addiction to motivate her to lend a helping hand at Central City Concern. She volunteers in a variety of ways, from helping with administrative tasks to making gravy from scratch for Thanksgiving dinner.

“Maureen taps into her past experiences on the streets and struggles with addiction to motivate her to lend a helping hand at Central City Concern. She volunteers in a variety of ways, from helping with administrative tasks to making gravy from scratch for Thanksgiving dinner.

Maia & Jake Shwartz | Monthly Donors

“It’s very apparent to us that Portland has a serious homeless and housing crisis and we love Central City Concern’s approach to help solve the problem. Not only through providing housing, but also many mental health and substance use disorder programs, back-to-work programs, policy reform, and so much more. We love that Central City Concern employs so many people that were once in programs themselves.”

Maureen | Maureen taps into her past experiences on the streets and struggles with addiction to motivate her to lend a helping hand at Central City Concern. She volunteers in a variety of ways, from helping with administrative tasks to making gravy from scratch for Thanksgiving dinner.

“Maureen taps into her past experiences on the streets and struggles with addiction to motivate her to lend a helping hand at Central City Concern. She volunteers in a variety of ways, from helping with administrative tasks to making gravy from scratch for Thanksgiving dinner.

Recycling and Reuse Coordinator Jerry Boynton receives items from Donor Services Manager Catharine Hunter.
Central City Concern uses innovative services to end homelessness, but we couldn’t provide this critical programming without the generosity of private donors.

For a complete list of donors, please visit: centrallcityconcern.org/2016annualreport

Donor list continued on next page

Every effort has been made to list names accurately. If your name has been omitted or displayed incorrectly – please accept our apologies – and contact Catharine Hunter at catharine.hunter@ccconcern.org to correct our records.
Central City Concern complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Central City Concern does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

Information for Language Assistance Services ATTENTION: If you speak another language, language assistance services, free of charge, are available to you. Call 503-294-1681 (TTY: 1-800-735-2900)


чтобы вы говорите на русском языке, вы можете обращаться к нам на русском языке.

NOTE: If you speak any language other than English, you can obtain assistance services by calling 1-503-294-1681 (TTY: 1-800-735-2900).

In 2016, Central City Concern's Employment Access Center celebrated their remodeled space in the Shoreline Building and unveiled the hallmark front window mural.