



**CENTRAL CITY  
CONCERN**

HOMES HEALTH JOBS

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Portland, OR 97209

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"This program  
has given us  
the confidence  
to get back in  
the workforce."

2017 ANNUAL REPORT



**CENTRAL CITY  
CONCERN**

HOMES HEALTH JOBS







Rachel Solotaroff, M.D. |  
President & CEO

Dear friends:  
I am delighted to share with you Central City Concern's (CCC) 2017 Annual Report. We saw many changes in 2017, with the retirement of Ed Blackburn and the (literally) groundbreaking advent of three new housing developments and a new clinic on Portland's east side. As we celebrated Ed's monumental contributions to improving the lives of so many people, we also welcomed new programs, new buildings, and new clients and staff, all of which you can read about in the resounding pages of this report. 2017 was a year of transitions and new beginnings.

What has not changed, however, is CCC's singular focus on developing and implementing comprehensive solutions to ending homelessness. While homelessness may seem increasingly complex here in Portland, it is not unsolvable, and we are engaging our most thoughtful and human-centered teams and tools to address it. We have found at CCC—and continue to cultivate—an integrated approach, predicated on deep listening, years of experience and sound analytic methods that yield outcomes that address the needs of the whole person. Furthermore, applying these precise principles to populations (not just individuals) ensures our resources and efforts are leveraged and expanded more broadly. As a community, we can end homelessness by combining the best of population-focused care with a recognition of each person's potential and experience—collectively, deliberately and thoughtfully.

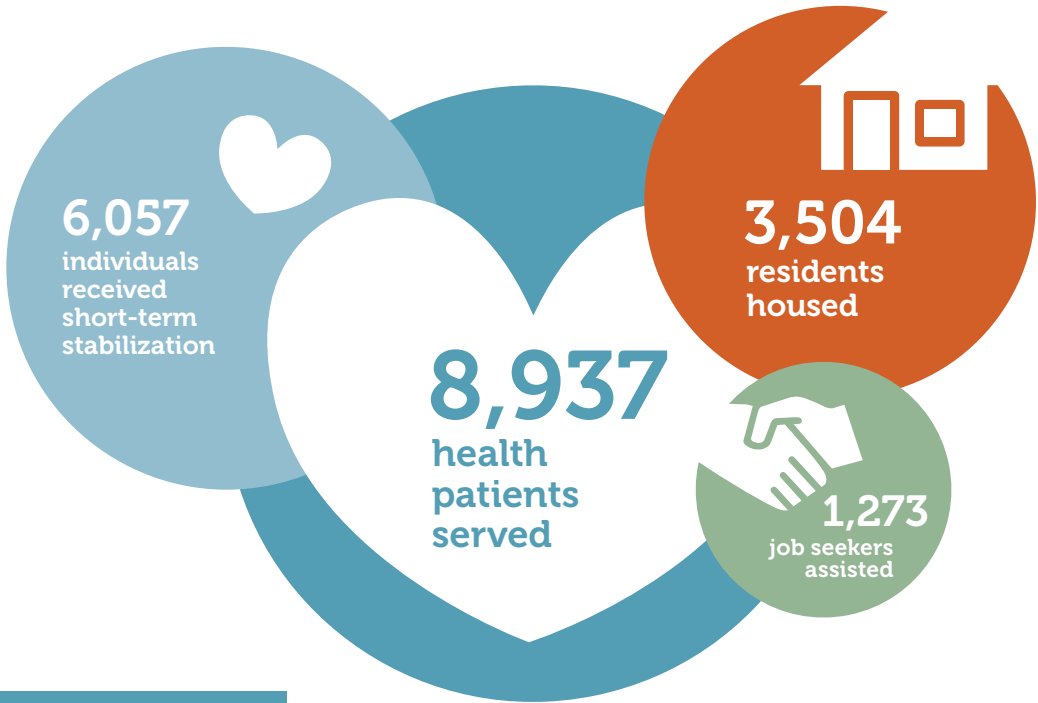
As we share with you our advancements of the past year, we continue to be humbled by and grateful for many things. The support and collaboration of our community and partners in 2017 has been enormous. We are so grateful for our generous and steadfast donors; we couldn't do this work without you. Our exemplary staff have consistently reached deep into reserves of compassion, talent and experience to provide the best possible service. And the extraordinary resilience and strength demonstrated by our patients, clients and residents each day are our deepest source of inspiration, modeling for us the dignity and potential of every individual in our community. We look forward to building on this foundation in the upcoming year, and thank you again for your support.

Sincerely,

President & CEO

**"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."**

(COVER) Central City Coffee trainees  
learn work skills



13 FEDERALLY QUALIFIED HEALTH CENTER SITES

- 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

6,057 Short-term stabilization  
1,795 Hooper Detoxification Stabilization Center  
4,262 Sobering Station  
911 CHIERS Street Assessments

1,753 UNITS IN 24 PROPERTIES

- Offering Housing Choice
- Alcohol- and drug-free housing
- Transitional housing
- Permanent supportive housing
- Family housing
- Housing First + harm reduction programs

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



## Supportive housing that meets specific needs.

Central City Concern (CCC) provided homes for 3,504 residents in 2017. Our affordable housing gives our residents a place to rest, find community and focus on their journeys of recovery and self-sufficiency. CCC offers Housing Choice, which means residents can choose to live in the type of supportive housing that meets their specific needs: a Housing First model (communities that ensure safety and harm reduction for those with substance use disorders, mental illness and/or chronic illness) or drug- and alcohol-free Recovery Housing, which offers a community of peers who support each other.

CCC also offers Supportive Family Housing. In 2017, CCC served 239 families with 313 children in 148 supportive housing units that provide mentorship as well as parenting and financial skills classes. In 2017, 74 kids returned directly from foster care after their parents enrolled in CCC services. One hundred and eighty-eight kids had been in foster care previously before moving into our family housing. Our housing programs keep families together and strengthen their health and future!

CCC's Resident Services program supports tenants in maintaining their housing and building community by identifying needs, making connections to resources and offering solutions for stability and recovery.

### HOUSING IS HEALTH

As the housing and homelessness crisis escalated in Portland, CCC responded with the Housing is Health campaign, an unprecedented push to build 379 new homes designed specifically for individuals and families who are homeless or at risk of being homeless. The campaign was kicked off by a generous \$21.5 million investment by a collaboration of Portland-area health organizations: Adventist Health Portland, CareOregon, Kaiser Permanente Northwest, Legacy Health, Oregon Health & Science University and Providence Health & Services - Oregon.

"The Housing is Health collaboration is an excellent example of health systems recognizing the impact housing has on an individual's health," said Rachel Solotaroff, CCC president and CEO. "They've united for improving health outcomes as well as the common good of our community. This housing will remain affordable for generations and it couldn't come at a better time."



**"Now, after a lifetime of drug use and crime, I'm moving into this beautiful building."**

**Kellie K |** Kellie, Hill Park Apartments resident, cut the ribbon at the grand opening of her new home in July. "I'm almost 40 years old and I've never had a place of my own. Before CCC, I never even had a job. Moving into Hill Park Apartments is amazing. I'm so honored and blessed, and I'm almost afraid it isn't real. It's a dream come true. Thank you so much for making this possible for me and the others who will live here."





“The Housing is Health collaboration to fund three new buildings is an excellent example of health systems recognizing the impact housing has on an individual’s health. They’ve united for improving health outcomes as well as the common good of our community.”  
-Rachel Solotaroff, M.D., CCC president and CEO

2017 GROUNDBREAKINGS



**Aug. 2, 2017 | Charlotte B. Rutherford Place  
6905 N Interstate Ave.**

- 51 apartments for families displaced by gentrification
- Serves the City of Portland’s North/Northeast Neighborhood housing preference program



**Sept. 15, 2017 | Hazel Heights  
12621 SE Stark St.**

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



**Nov. 6, 2017 | Blackburn Building  
25 NE 122nd Ave. at E Burnside St.**

- Housing for 175 people
- Home to CCC’s new Eastside Health & Recovery Center
- Integrated primary care, substance use disorder treatment and wellness services

*It’s all in the name.*



Charlotte B. Rutherford Place on N Interstate Ave. is named after a pioneering African-American family. Charlotte’s parents, Otto G. and Verdell Burdine Rutherford, were major figures in Portland’s Black civil rights movement. Her father was president and her mother was secretary of Portland’s NAACP chapter in the 1950s and played an important role in passing the 1953 Oregon Civil Rights Bill. Charlotte graduated from Portland State University, Howard University and Georgetown University Law Center. She worked for seven years as a civil rights attorney for the NAACP Legal Defense Fund in Washington, D.C. In 1992, she returned to Portland to assist her aging parents. She worked as an administrative law judge for Oregon’s Office of Administrative Hearings until her retirement in 2010. “I’m so honored to accept this for the entire Rutherford family, especially my mom and dad,” Charlotte said at the August groundbreaking.



At the November 2017 groundbreaking, CCC President and CEO Emeritus Ed Blackburn peruses renderings of the Blackburn Building. Ed retired in October 2017 after 26 years of service to CCC; he was instrumental in developing the Housing is Health initiative, which was the culmination of years of outstanding leadership and relationship building.

2017 GRAND OPENING



**Hill Park Apartments opened on July 11, 2017. It offers 39 units of affordable housing, including some reserved for people living with mental illness.**

Access to primary and behavioral health care is critical to a successful recovery. Our integrated programs ensure people receive health care, housing and employment assistance as appropriate to each person's own journey.

**Integrated Care** | During 2017, CCC continued its goal of providing complex care and treatment choice, with targeted expansion based on data. We are driven by our priority to treat each patient as an individual and do everything we can to improve their health. Our integrated programs ensure people receive health care, housing and employment assistance as appropriate to each person's own journey. From the most innovative treatment for opioid addiction to culturally specific programs for our Latino/Latina and African American communities, we have the ability to offer every person an array of individualized tools to help them gain self-sufficiency.

2017 VISITS: 10,855

- General medicine 5,794
- Mental health 1,705
- Substance use disorder 3,335

8,937

patients served

**Recovery Choice** | One size does not fit all when it comes to recovery treatment options. CCC offers a variety of choices to help people in their recovery. CCC clients may choose from an array of supportive and evidence-based options, including peer mentorship, intensive outpatient treatment, Medication Supported Recovery, individual or group counseling, and low-barrier treatment focused on engagement and stage of change. CCC staff works with each individual to determine the best path for success.

**Wheelhouse** | CCC joined forces with Health Share of Oregon and CODA, Inc. to form Wheelhouse, a program to expand Medication Supported Recovery services throughout the Tri-county area. CCC and CODA provide technical assistance to clinics in the metro area so more people will have access to this treatment for opioid use disorder.

IMANI CENTER SERVED: 311

121 Mental health

111 Substance use disorder

79 Co-enrolled

PUENTES SERVED: 256

132 Adult mental health

93 Adult substance use disorder

31 Youth

“Since I’ve become clean, I can now pay my own rent. I’m 100 percent re-engaged with my family, who had basically disowned me because of my addictive behaviors. I’ve taken a leadership role in my outpatient groups and living community. I worked hard to gain the respect of others. These are traits I may have always had but never realized before.”



**Lisa G** | “I was once homeless and addicted to heroin. I went to the only place I knew would help me: Central City Concern’s Hooper Detoxification Stabilization Center. There, they got me medically detoxed. I had tried to get clean many times before, but CCC put me on Medication Supported Recovery to help me get through the first excruciating months of post-acute withdrawal symptoms. In addition to integrated mental and physical health care, CCC got me into housing that focuses on recovery and self-sufficiency. I engaged with CCC’s Employment Access Center and now have a permanent job with health benefits. I’m so thankful for the support and services I’ve received, and I hope others will have the same opportunities.”

**Summit** | CCC’s Summit team takes care of our Old Town Clinic’s most complex and medically fragile patients. Instead of expecting patients to fit into a health care system, the Summit team adapts the system to work for them by offering flexible scheduling, around-the-clock availability and even home visits. The Summit team goes above and beyond to break barriers and narrow the gaps that keep vulnerable individuals from becoming as healthy as they can be. The Summit team has seen dramatic outcomes for their patients including a 100 percent increase in kept primary care appointments, a 50 percent decrease in emergency room visits, a 30 percent decrease in days hospitalized and a 30 percent decrease in hospital admissions.

In 2017, the Summit team served 118 patients

**LEAD** | In February, Multnomah County, the City of Portland, and CCC launched the Law Enforcement Assisted Diversion (LEAD) program to help low-level drug offenders work toward recovery, find stability and avoid reoffending. Case managers meet regularly with participants to identify and solve challenges such as access to health care, housing and employment.

In 2017, 77 people enrolled in LEAD



For many of the people we serve, the journey from being homeless to earning a living wage job can be challenging, especially without a guide. Central City Concern's employment programs provide vital supports to those making progress toward self-sufficiency.

EMPLOYMENT

- 1,273 clients received employment services
- 790 gained employment
- 114 trainees have worked at least 32 hours within four weeks from Jan. 2017 through Dec. 2017 at CCC Clean Start, Central City Coffee or On-call Staffing

CCC CLEAN START 2017

- Expanded to neighborhoods throughout Portland
- Number of trainees: 63
  - Number of employees: 26
  - Bags of trash picked up: 92,417
  - Needles picked up: 44,664



**Employment Access Center** | CCC's Employment Access Center (EAC) offers specialized, one-on-one services to assist homeless or formerly homeless clients in developing and implementing a comprehensive plan that will allow them to compete successfully for livable-wage jobs and career advancement opportunities. The EAC also works with patients of our Old Town Recovery Center who may have experienced barriers to employment due to mental illness. The center is expanding to include clients of partner agencies who are seeking employment.

**Community Volunteer Corps** | The Community Volunteer Corps (CVC) program gives those with histories of homelessness, addiction and involvement with the criminal justice system the chance to give back to the community through mentored group service work that benefits other nonprofit partners. Over the course of 80 hours, participants gain work experience, learn new skills and become prepared for stable employment.

**CCC Social Enterprises** | CCC's three social enterprise programs—Central City Coffee, CCC Clean Start, and On-call Staffing—not only create revenue that go directly back into our programs, they also function as training programs for clients to learn and develop valuable, transferable skills.

**NEW IN 2017** | In early 2017, a **WorkSource Express center** opened two mornings a week in the EAC basement. It has a staffed resource area with 12 computers where the public can access services to improve their readiness for work such as coaching and registration. The center also connects jobseekers with education and training opportunities.

CENTRAL CITY COFFEE 2017

- Average monthly pounds of coffee produced: 1,860
- Number of trainees hired: 13
- Central City Coffee trains participants (mostly moms) in a variety of useful skills such as clerical work and marketing strategies. Mostly, the program helps trainees become confident in their abilities to enter the working world and support their families.



**"I know myself and I love myself for the first time ever in my life, really, that I can ever remember. And it seems that things get better and better and better."**

**Christina S** | Coming off the streets, Christina found shelter in CCC's Hooper Detoxification Stabilization Center. From there, she moved into transitional recovery housing and then into drug- and alcohol-free housing for families with children. That housing was crucial, she says, for her to slowly rebuild trust with her children and bring her family back together. Working at Central City Coffee after nearly two-and-a-half years of recovery, Christina learned new skills, trained others, supported her family and built a new life. Toward the end of her Central City Coffee training period, Christina joined the Health Careers Northwest WorkSource funding program through CCC's Employment Access Center, which enabled Christina to return to school, and earned her Certified Nursing Assistant 2 certificate. In January 2018, she quickly got a job and is thrilled to be working in an exciting field with plenty of career potential. "I really think I'd like to be a nurse someday," Christina said. "I think I can do it."

**NEW IN 2017** | CCC, Multnomah County's Department of Community Justice, the Joint Office of Homeless Services and Meyer Memorial Trust together launched **Flip the Script**, a culturally specific reentry program that aims to reduce recidivism in the African American community.

JOBS

**1,273**  
job seekers  
assisted



A job seeker rings the bell at the Employment Access Center, signifying a new job!



A WorkSource Express employment specialist assists a job seeker.



A CCC Clean Start crew improves the landscape

Central City Concern  
Consolidated Statement of Activity

Central City Concern began 2017 with some uncertainty as new federal and local administrations took office, but financially we were strong with help from many partners and generous donors. We opened a building with 39 units and broke ground on three new buildings that will provide 379 new homes and a much needed health center on Portland’s east side. We examined data to determine which programs should be expanded and how we should reinvest in housing, and how much should be held in administrative reserve.

We will continue to look at our data and assess our strategic plan so we can adjust our budget to funding changes at the local, state and federal levels. We rely on support from you and the community to help us fulfill our mission to end homelessness.

Year Ended June 30, 2017

Unrestricted Revenues & Support		
Health & Chemical Dependency Services	\$	33,031,195
Contract & Government Funding	\$	27,718,102
Donations, Grant & Special Events	\$	1,486,292
Rental Income	\$	3,318,759
Management & Development Fees	\$	1,518,293
Social Enterprises	\$	2,234,580
Interest	\$	1,010,031
Other	\$	1,738,841
	\$	72,056,093

Net assets released from restrictions \$ 881,427

NET REVENUE AND SUPPORT	\$ 72,937,520
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Operating expenses		
Health & Recovery	\$	36,041,325
Supportive Housing	\$	8,918,519
Housing Management	\$	9,074,944
Employment & Social Enterprises	\$	3,551,712
Administration	\$	10,373,577
Fundraising	\$	642,444

TOTAL OPERATING EXPENSES	\$ 68,602,521
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Excess of revenues and support over operating expenses	\$	4,334,999
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Non-operating activities:

Capital grants	\$	—
Change in value of interest rate swaps	\$	62,251
Other gains	\$	1,056
Equity in losses of limited partnerships	\$	(180)
Gain on partnership transfer of Condo B	\$	1,517,734
Change in net assets	\$	5,915,860
Net assets, beginning of year	\$	36,715,221
Net assets, end of year	\$	42,631,081

267  
volunteers  
logged  
6,676  
hours



Steve Hurst | Workplace giver

“CCC helps those at risk of falling through the cracks to again find firm footing in our complex world and attain health—physical and emotional—as well as self-sufficiency for themselves and their families. CCC doesn’t just treat the symptoms, but seeks to cure the root cause of the struggles our less fortunate brothers and sisters are struggling with. It’s a daunting mission that is being performed with grace and efficiency by the folks at CCC. That’s why I direct my workplace giving contributions to CCC.”



Nickie Dane | Cooking Matters volunteer

“I work in the health care industry and seeing the lack of information given to people about what they can do to improve their health as far lifestyle and food choice go has been a big driver for me to volunteer. I think prevention needs a little more attention and if they haven’t gotten it from their doctor then they can get it from other sources, like Cooking Matters. It’s exciting seeing people make the commitment and keep coming.... I just enjoy people being excited about cooking and health.”

RECYCLING AND REUSE OPERATIONS CENTER (ROC)

The ROC is the hub where we process abandoned property as well as in-kind donations of clothing and household goods to help our clients get a new start in life.

- More than 1,000 Central City Concern clients accessed much-needed items
- 44,255 pounds of items processed
- 91 percent of processed items escaped the landfill through reuse or recycling



DONORS

Central City Concern uses innovative services to end homelessness, but we couldn’t provide this critical programing without the generosity of private donors.

Central City Concern thanks the following businesses, foundations, individuals, and organizations for their gifts and pledges to the Housing Is Health Initiative:

<b>\$500 - \$999</b>	Roy Lambert & Mary Maxwell	Mark Schlesinger	<b>\$100,000 - \$500,000</b>
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